

# The Redevelopment Agency of the City of San Jose

Susan Shick, Executive Director

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**P***romote and collaborate for the sound development and redevelopment of blighted areas by revitalizing the physical, economic, and social conditions to support the general welfare and enhance the quality of life in the community*

## *Core Services*

### **Promote and Implement Neighborhood Improvement Strategies**

Promote and implement strategies to retain, enhance, redevelop and rebuild neighborhoods, including downtown

### **Enhance the Quality and Supply of the City's Housing Stock**

Enhance the supply of quality, affordable, and market-rate housing through rehabilitation and new construction

### **Initiate and Facilitate Public Facilities and Spaces**

Provide sustainable and quality public buildings and spaces

### **Initiate and Facilitate Private Development**

Initiate and facilitate quality development by the private sector through land assemblage, permitting, public improvements, and other appropriate assistance

**Strategic Support:** Finance, Marketing, Planning, Legal Services, Land Assemblage, Infrastructure Improvements, Administration

# The Redevelopment Agency of the City of San Jose

## Budget Summary

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	2001-2002 Adopted	2002-2003 Adopted	Change
Authorized Positions	136.00	136.00	0.0%
Department Budget (All Funds)	\$ 27,677,274	\$ 27,962,229	1.0%

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## Budget Highlights 2002-2003

The San Jose Redevelopment Agency (RDA) Adopted Operating Budget for 2002-2003 reflects an ongoing commitment to implement the work plan and priorities set by the San Jose Mayor and City Council.

- The Adopted Operating Budget was prepared with an eye toward the current economic slowdown and with fiscal prudence. Additionally, considerations of cost, efficiency, service delivery, and performance measurement in the RDA's four core service areas — housing, neighborhoods, public facilities, and private investment — guided the development of the budget.
- The 2002-2003 Adopted Operating Budget totals \$28 million — a 1% increase from last year — due in part to the increase in staffing support for the City of San Jose Strong Neighborhoods Initiative. The RDA funds positions in the City Attorney's Office, and in City Departments including Parks, Recreation, and Neighborhood Services, Planning, Building and Code Enforcement, and Fire.
- The RDA funds crucial City management and administrative operations, including the offices of the Mayor and City Council and a myriad of other City Departments including

Information Technology, Finance, and the Office of the City Manager.

- The RDA will continue its staffing level at 136 positions. Personal Services, which include salaries and wages, health insurance, Medicare and social security, and retirement contributions, increased \$1.04 million, or 8%, from last year. This increase includes a 3% cost-of-living adjustment, a merit allowance of 3.5%, and an increase in employer contributions to the RDA retirement plan from 6.5% to 9%. Health and dental benefits increased 14.7% or \$282,000, and the salary and benefit costs of civil service employees at the RDA rose 15% or \$381,000.
- Non-Personal/Equipment funding, which includes costs for supplies, postage, printing, and employee training, decreased 16% from last year. The RDA will continue its commitment to quality training for its staff in areas such as historic preservation, community outreach, communications, and management.
- In addition to maintaining adequate resources in support of the 2002-2003 workplan, the RDA decreased its costs associated with capital projects such as studies and fiscal analyses by \$1.4 million.

# The Redevelopment Agency of the City of San Jose

## Redevelopment Agency Overview

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**T**he Redevelopment Agency of the City of San Jose is dedicated to improving the quality of life for all who live, work, and visit in San Jose. For more than two decades, the Agency has been revitalizing and enlivening the City's downtown, neighborhoods, and industrial areas to meet the needs of its dynamic and diverse community.

The Agency's redevelopment efforts are directed by its Mission Statement:

Promote and collaborate for the sound development and redevelopment of blighted areas by revitalizing the physical, economic, and social conditions to support the general welfare and enhance the quality of life in the community.

As part of the ongoing Investing in Results program, goals and objectives are referenced according to the Agency's core services under which they fall. These core services are:

- **Promote and Implement Neighborhood Improvement Strategies**
- **Enhance the Quality and Supply of the City's Housing Stock**
- **Initiate and Facilitate Public Facilities and Spaces**
- **Initiate and Facilitate Private Development.**

The RDA is a primary partner in two City Service Areas (CSAs): Economic and Neighborhood Development, and City Facilities and Equipment.

Through a balanced and comprehensive series of investments and initiatives, the Agency strives to overcome development-hindering blighted conditions, which private owners and conventional government activities cannot accomplish on their own. While attacking physical and economic blight, Agency projects and programs serve to create new jobs – both permanent and temporary – and expand San Jose's tax base without raising taxes.

Although originally formed in 1957, the Redevelopment Agency, as it exists today with the City Council acting as the Agency's governing board, was established in 1975. While primarily initiated on the local level, California State redevelopment law guides all Agency programs and projects. State law clarifies an important difference between the Agency and the City in the use of the Agency's funds. While City revenues may be used for the full range of City services, Redevelopment Agency funds generally must be spent only on programs and projects that benefit redevelopment areas primarily for physical improvements to correct blighted conditions – not for operating costs such as Police or Fire protection.

Among its many programs, the Redevelopment Agency builds affordable housing city-wide, upgrades transportation systems, restores historic buildings, provides new infrastructure to serve expanding industrial development, rebuilds the downtown and attracts new corporations to the City. In an increasingly expanding role, the Agency implements a number of programs designed to strengthen and enhance the City's neighborhoods. These innovative programs include a first-time homebuyer's program and a revitalization program for six aging commercial retail clusters in Neighborhood Investment Districts (NIDs).

# The Redevelopment Agency of the City of San Jose

## **Redevelopment Agency Overview (Cont'd.)**

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In its pivotal role as partner, the Agency stimulates private investment in hotels, office towers, and retail destinations, especially in the Downtown core. And finally, the Redevelopment Agency expands the City's community, civic and educational resources by developing new parks, libraries, youth centers, sports facilities, and cultural institutions.

The Redevelopment Agency's many projects and programs are all designed to complement and reinforce each other, creating a whole that

is much larger than the sum of the individual parts. The success of redevelopment can be measured by the amount of private development that occurs after the investment of redevelopment funds. Ultimately though, the success of redevelopment can be measured in the well-being and quality of life enjoyed by San Jose's residents now and in future generations.

# The Redevelopment Agency of the City of San Jose

## Department Budget Summary

	2000-2001 Actual 1	2001-2002 Adopted* 2	2001-2002 Estimate 3	2002-2003 Adopted 4	% Change (2 to 4)
<b>Dollars by Core Service</b>					
Promote and Implement Neighborhood Imprv Strategies	N/A	N/A	\$ 7,048,283	\$ 7,071,838	N/A
Enhance the Quality and Supply of the City's Housing Stock	N/A	N/A	7,570,376	7,595,677	N/A
Initiate and Facilitate Public Facilities and Spaces	N/A	N/A	10,180,854	10,214,875	N/A
Initiate and Facilitate Private Development	N/A	N/A	1,305,238	1,309,600	N/A
Strategic Support	N/A	N/A	1,572,523	1,770,239	N/A
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 27,677,274</b>	<b>\$ 27,962,229</b>	<b>N/A</b>
<b>Dollars by Program</b>					
Office of Exec Dir	\$ 1,661,688	\$ 1,612,984	N/A	N/A	N/A
Communications	306,774	685,937	N/A	N/A	N/A
Mrkt Rate Hsng/Real Est	895,792	1,079,680	N/A	N/A	N/A
Downtown Management	1,861,865	1,839,880	N/A	N/A	N/A
Project Management	2,664,026	4,280,437	N/A	N/A	N/A
Design & Permitting	0	884,973	N/A	N/A	N/A
Nbrhd & Industrial Dev	1,873,614	2,616,796	N/A	N/A	N/A
General Counsel	1,217,268	1,563,954	N/A	N/A	N/A
Fin/Budget and Admin	2,496,770	3,033,102	N/A	N/A	N/A
Agency Wide	2,686,968	3,684,100	N/A	N/A	N/A
Support Services	5,050,601	6,395,431	N/A	N/A	N/A
<b>Total</b>	<b>\$ 20,715,366</b>	<b>\$ 27,677,274</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>Dollars by Category</b>					
Direct Agency					
Personal Services					
Civil Service (RDA)	\$ 1,067,000	\$ 1,572,523	\$ 1,572,523	\$ 1,770,239	12.6%
Civil Service (GCO)	901,620	981,834	981,834	1,164,662	18.6%
Non-Civil Service	9,040,642	10,497,231	10,497,231	11,159,639	6.3%
Non-Personal/Equipment	4,539,869	7,686,728	7,686,728	6,432,275	(16.3%)
Equip & Leasehd Imp	115,634	543,527	543,527	450,000	(17.2%)
Subtotal - Direct Agency	\$ 15,664,765	\$ 21,281,843	\$ 21,281,843	\$ 20,976,815	(1.4%)
Payments to City					
Support Services	3,016,980	3,970,088	3,970,088	4,410,966	11.1%
Office of Econ Dev	830,639	948,288	948,288	964,965	1.8%
Mayor & Board	1,202,982	1,477,055	1,477,055	1,609,483	9.0%
Subtotal - Payments to City	\$ 5,050,601	\$ 6,395,431	\$ 6,395,431	\$ 6,985,414	9.2%
<b>Total</b>	<b>\$ 20,715,366</b>	<b>\$ 27,677,274</b>	<b>\$ 27,677,274</b>	<b>\$ 27,962,229</b>	<b>1.0%</b>

\* Includes carryover encumbrance \$2,206,690

# The Redevelopment Agency of the City of San Jose

## Department Budget Summary (Cont'd.)

	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Estimate 3	2002-2003 Adopted 4	% Change (2 to 4)
<b>Dollars by Fund</b>					
General Fund	\$ 1,067,000	\$ 1,572,523	\$ 1,572,523	\$ 1,770,239	12.6%
Redevelopment Fund	19,648,366	26,104,751	26,104,751	26,191,990	0.3%
<b>Total</b>	<b>\$ 20,715,366</b>	<b>\$ 27,677,274</b>	<b>\$ 27,677,274</b>	<b>\$ 27,962,229</b>	<b>1.0%</b>
<b>Authorized Positions</b>	<b>126.00</b>	<b>136.00</b>	<b>136.00</b>	<b>136.00</b>	<b>0.0%</b>

Note: The City of San Jose is in the final year of a three year transition to a Performance-Based Budget. As a main step in the process, all departments and City Council appointees identified their major lines of business or "Core Services" delivered to customers. Departmental budget sections are now presented by Core Services, rather than Programs, with performance measures and adopted budget changes detailed. For fiscal year 2002-2003 (as part of the budget transition), Program information is now only available for the display of 2000-2001 Actual and 2001-2002 Adopted Budget data.

The Redevelopment Agency of the City of San Jose

**Budget Reconciliation (General Fund)**

(2001-2002 Adopted to 2002-2003 Adopted)

	Positions	General Fund (\$)
Prior Year Budget (2001-2002):	11.00	1,572,523
<b>Base Adjustments</b>		
Technical Adjustments to Costs of Ongoing Activities		
• Salary/benefit changes		197,716
Technical Adjustments Subtotal:	0.00	197,716
2002-2003 Forecast Base Budget:	11.00	1,770,239
2002-2003 Adopted Budget Total	11.00	1,770,239

# The Redevelopment Agency of the City of San Jose

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**Core Service: Promote and Implement Neighborhood Improvement Strategies**  
*City Service Area: Economic & Neighborhood Development*

## Core Service Purpose

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**T**hrough collaboration, revitalize commercial and residential neighborhoods so they are livable, safe, diverse and economically sustainable.

### Key Operational Services:

- |  |   |
|--|---|
| <input type="checkbox"/> <b>Redevelopment Plan Formulation</b>                       | <input type="checkbox"/> <b>Commercial and Residential Rehabilitation</b> |
| <input type="checkbox"/> <b>Assessment of Community Needs</b>                        | <input type="checkbox"/> <b>Collaboration with Neighborhood Groups</b>    |
| <input type="checkbox"/> <b>Plan of Action to Meet Community's Prioritized Needs</b> |   |

## Performance and Resource Overview

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**T**he Agency is committed to expanding on its successful activities in the neighborhoods of San Jose. These neighborhoods, located in the greater downtown and throughout the City, are strengthened by the Agency through:

- Enhancing livability through efforts such as the Strong Neighborhoods Initiative;
- Improving community safety through coordinated code enforcement, residential rehabilitation, and façade improvements; and
- Increasing economic stability by developing practical strategies such as the Greater Downtown Development Strategy Plan.

In addition to increasing the amount of funding available for neighborhood projects and programs, the Agency is greatly expanding the areas eligible for redevelopment assistance. One of the most significant new programs is the Strong Neighborhoods Initiative, wherein twenty neighborhoods will be incorporated into a new Redevelopment Project Area. Other Agency efforts, such as the Façade Improvement Program, historic preservation, streetscape improvements, design review and development assistance will also be continued.

As a result, the Agency is seeing greater interest and more private development in the commercial and residential neighborhoods. Neighborhoods are also attracting a mix of compatible uses such as new housing, retail development and cultural facilities.



# The Redevelopment Agency of the City of San Jose

**Core Service: Promote and Implement Neighborhood Improvement Strategies**






*City Service Area: Economic & Neighborhood Development*

## Performance and Resource Overview (Cont'd.)

The Agency allocated additional funding in its capital budget program for implementation of the Strong Neighborhoods Initiative. Priorities will be identified, in part, through the creation of implementation strategies for all of the new project areas. The overall RDA Operating and Capital budgets show various increased levels of support for neighborhood projects with the goal of building and strengthening communities.

### Performance Measure Development

The first quality measure was revised to clarify that the measure addresses both Neighborhood Business District and Neighborhood Improvement District Areas. The Agency is working to develop an effective survey for reporting residential and business response to neighborhood redevelopment efforts.

<b>Promote and Implement Neighborhood Improvement Strategies Performance Summary</b>		<b>2000-2001 Actual</b>	<b>2001-2002 Target</b>	<b>2001-2002 Estimated</b>	<b>2002-2003 Target</b>
	% increase in property values in each NBD/NID project area (except industrial areas) versus city-wide property values	-	-	-	TBD*
	Agency assistance vs. Non-agency funding per project type:				
	- Façades	5:1	5:1	5:1	5:1
	- Other Development	1:27	-	1:42	-
	% of projects completed within 10% of approved budget estimate	-	-	81%	-
	% of projects completed within a specific timeframe, per type:				
	- Façades	-	-	82%	75%
	- Streetscapes	-	-	83%	75%
	% of residents and businesses who rate livability of neighborhoods as good or excellent on a 5-point scale	Pending Agency survey*			

\* See Performance Measure Development section.

# The Redevelopment Agency of the City of San Jose

**Core Service: Promote and Implement Neighborhood Improvement Strategies**  
*City Service Area: Economic & Neighborhood Development*

## Performance and Resource Overview (Cont'd.)

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Property values in San Jose Redevelopment Areas	-	-	-	-
City-wide property values	-	-	-	-
Amount of Agency funding per project type:				
- Façade	\$ 582,500	\$ 2,000,000	\$ 2,081,000	\$ 2,000,000
- Other Development	\$ 1,575,000	\$ -	\$ 1,020,000	\$ -
Amount of non-Agency funding per project type:				
- Façade	\$ 109,500	\$ 400,000	\$ 374,000	\$ 400,000
- Other Development	\$ 585,000	\$ -	\$ 42,320,000	\$ -
Number of projects completed within 10% of budget estimate:				
- Façades & Streetscape	16	39	39	39
Projects completed on time				
- Façades & Streetscapes	12	39	39	39

Promote and Implement Neighborhood Improvement Strategies Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2001-2002 Estimate 3	2002-2003 Adopted 4	% Change (2 to 4)
<b>Core Service Budget*</b>					
Personal Services	N/A	N/A	-	-	N/A
Non-Personal/Equipment	N/A	N/A	-	-	N/A
<b>Total</b>	<b>\$ -</b>	<b>-</b>	<b>\$ 7,048,283</b>	<b>\$ 7,071,838</b>	<b>N/A</b>
<b>Authorized Positions*</b>	<b>N/A</b>	<b>N/A</b>	<b>-</b>	<b>-</b>	<b>N/A</b>

\* Detailed information regarding the Core Service Budget and Authorized Positions will not be available until 2003-2004.

# **The Redevelopment Agency of the City of San Jose**

**Core Service: Enhance the Quality and Supply of the City's Housing Stock**  
*City Service Area: Economic & Neighborhood Development*

## **Core Service Purpose**

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**T**o supplement the community's ability to meet the demand for quality market-rate and affordable housing that fits into the urban environment, that revitalizes and stabilizes neighborhoods and business areas by strategic location of projects and that provide home ownership opportunities.

### **Key Operational Services:**

- |   |   |
|---|---|
| <input type="checkbox"/> <b>Site Identification</b>             | <input type="checkbox"/> <b>Home Ownership Programs</b>           |
| <input type="checkbox"/> <b>Developer I.D./Selection</b>        | <input type="checkbox"/> <b>Rehabilitation Loans &amp; Grants</b> |
| <input type="checkbox"/> <b>Education Workshops</b>             | <input type="checkbox"/> <b>Project Financing Assistance</b>      |
| <input type="checkbox"/> <b>Individual Technical Counseling</b> |   |

## **Performance and Resource Overview**

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**A**gency housing activities are supplementing the community's ability to meet the housing demand. The strategic location of projects and the type of projects contribute to the revitalization of neighborhoods, including business areas. These housing activities serve several purposes such as:

- To meet the demand for quality market rate and affordable housing through efforts such as 101 San Fernando Apartments and the Century Center Housing and Retail Project;
- To provide home ownership opportunities such as through the First Time Homebuyers Program; and
- To encourage public/private partnerships through issuing Requests for Proposals for properties designated for housing development.

The Agency in cooperation with the Housing Department will facilitate the construction of 1,000 market-rate and affordable housing units in the greater downtown, in addition to completing housing projects currently planned or underway. As a result, the Agency will evaluate and streamline its design review and permitting processes with the Historic Landmarks Commission and the Planning, Building and Code Enforcement Department. This effort will provide much needed housing opportunities and quality housing products. In the greater downtown, this will assist in enhancing the base of downtown residents and positively impact the use of retail, cultural, and other facilities.






# The Redevelopment Agency of the City of San Jose

Core Service: Enhance the Quality and Supply of the City's Housing Stock  
City Service Area: Economic & Neighborhood Development

## Performance and Resource Overview (Cont'd.)

### Performance Measure Development

The Cycle Time measure was revised to better measure the circumstances of each individual project. The Agency is working to develop an effective survey for reporting residential and business response to neighborhood redevelopment efforts.

Enhance the Quality and Supply of the City's Housing Stock Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 % of Agency target met for annual new housing construction	117%	100%	116%	100%
 % of surrounding residents who feel that the conditions of the neighborhood have improved as a result of Agency-assisted housing	-	100%	TBD*	TBD*
 Ratio of non-Agency funds to Agency funds by project type				
- For Sale	4.96:1	N/A	174:1	TBD
- Rental	2.32:1	N/A	7.6:1	TBD
 Number and % of housing projects that receive final Development Agreement approval within timeframe stated in the Council-approved ENA/business terms schedule of performance	-	-	-	-
 % of occupants who rate their satisfaction with Agency-assisted housing projects as good or excellent on a 5-point scale	Pending Agency Survey			

\* See Performance Measure Development section.

# The Redevelopment Agency of the City of San Jose

**Core Service: Enhance the Quality and Supply of the City's Housing Stock**  
*City Service Area: Economic & Neighborhood Development*

## Performance and Resource Overview (Cont'd.)

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Number of new housing units under development	1,176	1,000	1,159	1,000
Number of satisfied residents	Pending Agency Survey			
Amount of Non-Agency funding per project type	-			
- For Sale	\$ 46,244,312	\$ -	\$ 87,000,000	\$ -
- Rental	\$ 39,032,000	\$ -	\$ 108,608,000	\$ -
Final Development Agreements approved on time	-	-	-	-
Number of Housing projects rated good or excellent on a 5-point sale	Pending Agency Survey			

Enhance the Quality and Supply of the City's Housing Stock Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2001-2002 Estimate 3	2002-2003 Adopted 4	% Change (2 to 4)
<b>Core Service Budget*</b>					
Personal Services	N/A	N/A	-	-	N/A
Non-Personal/Equipment	N/A	N/A	-	-	N/A
<b>Total</b>	<b>\$ -</b>	<b>-</b>	<b>\$ 7,570,376</b>	<b>\$ 7,595,677</b>	<b>N/A</b>
<b>Authorized Positions*</b>	<b>N/A</b>	<b>N/A</b>	<b>-</b>	<b>-</b>	<b>N/A</b>

\* Detailed information regarding the Core Service Budget and Authorized Positions will not be available until 2003-2004.

# The Redevelopment Agency of the City of San Jose

## Core Service: Initiate and Facilitate Public Facilities and Spaces

*City Service Area: City Facilities and Equipment*

### Core Service Purpose

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**P**rovide sustainable and quality public buildings and spaces.

#### Key Operational Services:

- |  |   |
|--|---|
| <input type="checkbox"/> <b>Government Agency Coordination</b> | <input type="checkbox"/> <b>Demolition</b>              |
| <input type="checkbox"/> <b>Construction Management</b>        | <input type="checkbox"/> <b>Community Collaboration</b> |
| <input type="checkbox"/> <b>Construction Contracting</b>       |   |

### Performance and Resource Overview

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**T**he creation of public facilities and spaces continues to be a key element to the success, vitality, and promotion of cultural diversity in the Downtown and Neighborhood Business Districts. These public facilities and spaces serve two main purposes:

- To correct blight conditions and encourage pedestrian activity (as seen in neighborhood infrastructure projects such as streetscapes, lighting, sidewalks, and utility undergrounding); and,
- To bring the community together, instilling pride and improving the quality of life (as seen in projects such as the Guadalupe River Park and Gardens, the Fox Theatre, the City of San Jose/San Jose State University Joint Library, and the Pala Youth Center).

The Agency's investment in public facilities is steadily showing rewards in the growing number of Downtown visitors and high usage numbers and reviews of new public facilities such as the Tech Museum of Innovation. Neighborhood facilities such as the Biblioteca have been the apex for revitalization and renewed community involvement.

Although the budget allocation for public facilities will be decreasing over the next several years, the trend is to better leverage public dollars, target funds to finish the work already begun in certain areas (such as Washington, Guadalupe, and the Convention Center Expansion), as well as to focus resources on neighborhood-serving facilities such as the new Horace Mann School.

#### Performance Measure Development

The measures selected for this core service are intended to provide information for evaluating the Agency's fiscal responsibility, how effectively the Agency is encouraging public/private partnerships, the quality of facilities being built as judged by operators and users over time, the timeliness of the projects based on an approved timeline, and the impact of the facilities on the community-at-large.

# The Redevelopment Agency of the City of San Jose






## Core Service: Initiate and Facilitate Public Facilities and Spaces

*City Service Area: Economic & Neighborhood Development*

### Performance and Resource Overview (Cont'd.)

#### Performance Measure Development (Cont'd.)

The second cost measure has been revised to include the number as well as the percentage of projects with more than 10% non-Agency funding. The Cycle Time measure has also been revised to include the number of projects completed and opened as scheduled.

Initiate and Facilitate Public Facilities and Spaces Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 % of internal (operators/maintenance) and external customers (users) who rate the quality (design, function and materials) of the project as good or excellent, or 4 or 5 on a 5-point scale	Pending Agency Survey			
 % of Agency-assisted public projects that are no more than 10% above the construction budget award	50% (2 of 4)	-	83% (5 of 6)	100%
 Number and % of Agency-assisted public projects with more than 10% non-Agency funding	50% (2 of 4)	-	75% (3 of 4)	-
 Number and % of Agency-assisted public projects completed and opened to the public within an established schedule and budget approved by the Redevelopment Agency Board	-	-	-	-
 % of San Jose residents who rate the overall impact/positive effects of redevelopment efforts and the community as good or excellent on a 5-point scale	Pending Agency Survey			

# The Redevelopment Agency of the City of San Jose

## Core Service: Initiate and Facilitate Public Facilities and Spaces

*City Service Area: City Facilities and Equipment*

### Performance and Resource Overview (Cont'd.)

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Number of public projects rated good or excellent, or 4 or 5 on a 5-point scale	Pending Agency Survey			
Number of public projects within 10% of approved construction budget	2	-	5	-
Public projects exceeding 10% in non-Agency funding	2	-	3	-
Public projects completed and opened within established schedule and budget	-	-	-	-
San Jose residents rating redevelopment efforts 4 or 5 on a 5-point scale	Pending Agency Survey			

Initiate and Facilitate Public Facilities and Spaces Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2001-2002 Estimate 3	2002-2003 Adopted 4	% Change (2 to 4)
<b>Core Service Budget*</b>					
Personal Services	N/A	N/A	-	-	N/A
Non-Personal/Equipment	N/A	N/A	-	-	N/A
<b>Total</b>	<b>\$ -</b>	<b>-</b>	<b>\$ 10,180,854</b>	<b>\$ 10,214,875</b>	<b>N/A</b>
<b>Authorized Positions*</b>	<b>N/A</b>	<b>N/A</b>	<b>-</b>	<b>-</b>	<b>N/A</b>

\* Detailed information regarding the Core Service Budget and Authorized Positions will not be available until 2003-2004.



# The Redevelopment Agency of the City of San Jose

## Core Service: Initiate and Facilitate Private Development

*City Service Area: Economic & Neighborhood Development*

### Core Service Purpose

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**I**nitiate and facilitate quality development by the private sector through land assemblage, permitting, public improvements, and other appropriate assistance.

#### Key Operational Services:

- |   |   |
|---|---|
| <input type="checkbox"/> <b>Retention and Recruitment</b> | <input type="checkbox"/> <b>Historic Preservation</b>     |
| <input type="checkbox"/> <b>Facilitate Permitting</b>     | <input type="checkbox"/> <b>Commercial Rehabilitation</b> |

### Performance and Resource Overview

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**T**he encouragement of private investment in all of the Agency's project areas is a primary function of the Agency and serves several purposes:

- To correct blight conditions found in neighborhoods, such as the West San Carlos Shopping Center and in the Neighborhood Business Clusters;
- To promote transit-oriented development, such as the Cahill Station housing project;
- To create jobs and tax revenue through the development of new office/R&D development in the industrial areas; and
- To encourage retail and housing opportunities through further development of office space downtown.

Despite the current economic downturn, over the past decade the Agency's investment in private development has reaped dividends as shown in San Jose's robust economy, which has generated all-time high tax increment, low unemployment rates, low office vacancy rates, and new jobs. As a result, the Agency responded with ambitious goals to facilitate the creation of approximately 1.8 million square feet of Class A office space in the greater downtown, and 2.3 million square feet of new office and research and development space in industrial areas. In addition, there are plans to secure commitments for 200 square feet of support service retail and hotel space in all areas.

In order to meet these goals, the Agency will continue to focus on its facilitation role and the leveraging of public dollars to the greatest extent possible. Timing is critical and much effort has taken place to help streamline internal processes and to focus on customer service issues.

# The Redevelopment Agency of the City of San Jose

## Core Service: Initiate and Facilitate Private Development




City Service Area: *Economic & Neighborhood Development*

### Performance and Resource Overview (Cont'd.)

#### Performance Measure Development

The performance measures for private development focus on the Agency's leveraging ability (demonstrating the viability and economic strength of the project area), the effectiveness of the Agency's investment as measured by jobs created per dollars spent, and the quality of the Agency's customer service.

The Cycle Time measure for permit completion will no longer be used. In 2002-2003, the Agency will work with other development services partners of the Economic and Neighborhood Development City Service Area to establish consistent and effective performance measures that promote a more "seamless" development process for customers.

Initiate and Facilitate Private Development Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 % of instances that one job is created per \$35,000 expended by the Agency	71%	-	66%	-
 Ratio of Agency assistance to other public and private investment by project type (adjusted for market conditions) (Class A, Office, Retail, Hotel, R/D Office, Other)				
- Hotel	1:5.06	-	-	-
- Office	1:21.49	-	1:65	-
- Other	1:19.67	-	3.5:1	-
 Number and % of Agency clients (development proponents and applicants) rating service as good or excellent on a 5 point scale	Pending Agency Survey			

# The Redevelopment Agency of the City of San Jose

## Core Service: Initiate and Facilitate Private Development

*City Service Area: Economic & Neighborhood Development*

### Performance and Resource Overview (Cont'd.)

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Number of jobs created	6,146	-	2,481	-
Total Agency expenditures for private development projects (\$)	36,337,275	-	8,171,107	-
Total public funds by project type (\$)				
- Hotel	29,338,803	-	-	-
- Office	3,694,000	-	2,250,000	-
- Other	3,304,472	-	5,921,107	-
Total public funds by project type (\$)				
- Hotel	148,568,197	-	-	-
- Office	79,390,000	-	147,000,000	-
- Other	65,000,000	-	1,700,000	-
Number of Agency's clients rating service as good or excellent	Pending Agency Survey			

Initiate and Facilitate Private Development Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2001-2002 Estimate 3	2002-2003 Adopted 4	% Change (2 to 4)
<b>Core Service Budget*</b>					
Personal Services	N/A	N/A	-	-	N/A
Non-Personal/Equipment	N/A	N/A	-	-	N/A
<b>Total</b>	<b>\$ -</b>	<b>-</b>	<b>\$ 1,305,238</b>	<b>\$ 1,309,600</b>	<b>N/A</b>
<b>Authorized Positions*</b>	<b>N/A</b>	<b>N/A</b>	<b>-</b>	<b>-</b>	<b>N/A</b>

\* Detailed information regarding the Core Service Budget and Authorized Positions will not be available until 2003-2004.

# The Redevelopment Agency of the City of San Jose

## Strategic Support

**S**trategic Support represents services within departments that support and guide the provision of the core services. Strategic Support within the Redevelopment Agency includes:

- |   |   |
|---|---|
| <input type="checkbox"/> <b>Finance</b>         | <input type="checkbox"/> <b>Legal Services</b>              |
| <input type="checkbox"/> <b>Marketing</b>       | <input type="checkbox"/> <b>Infrastructure Improvements</b> |
| <input type="checkbox"/> <b>Planning</b>        | <input type="checkbox"/> <b>Administration</b>              |
| <input type="checkbox"/> <b>Land Assemblage</b> |   |

## Performance and Resource Overview

**S**trategic support is an ongoing requirement to provide the core services of the Agency. For 2002-2003, no changes were approved for the General Fund.

Strategic Support Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2001-2002 Estimate 3	2002-2003 Adopted 4	% Change (2 to 4)
<b>Strategic Support Budget</b>					
Personal Services	N/A	N/A	\$ 1,572,523	\$ 1,770,239	N/A
Non-Personal/Equipment	N/A	N/A	-	-	N/A
<b>Total</b>	<b>\$ -</b>	<b>-</b>	<b>1,572,523</b>	<b>1,770,239</b>	<b>N/A</b>
 <b>Authorized Positions</b>	 N/A	 N/A	 11.00	 11.00	 N/A

# Retirement Services Department

Edward Overton, Director

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**P**rovide quality services in the delivery of pension and related benefits and maintain financially sound pension plans

## *Core Services*

### **Administer Retirement Plans**

Implement policies and procedures to deliver retirement benefits and maintain the retirement plans

**Strategic Support:** Retirement Boards' Support, Training, and Contract Administration

# Retirement Services Department

## Budget Summary

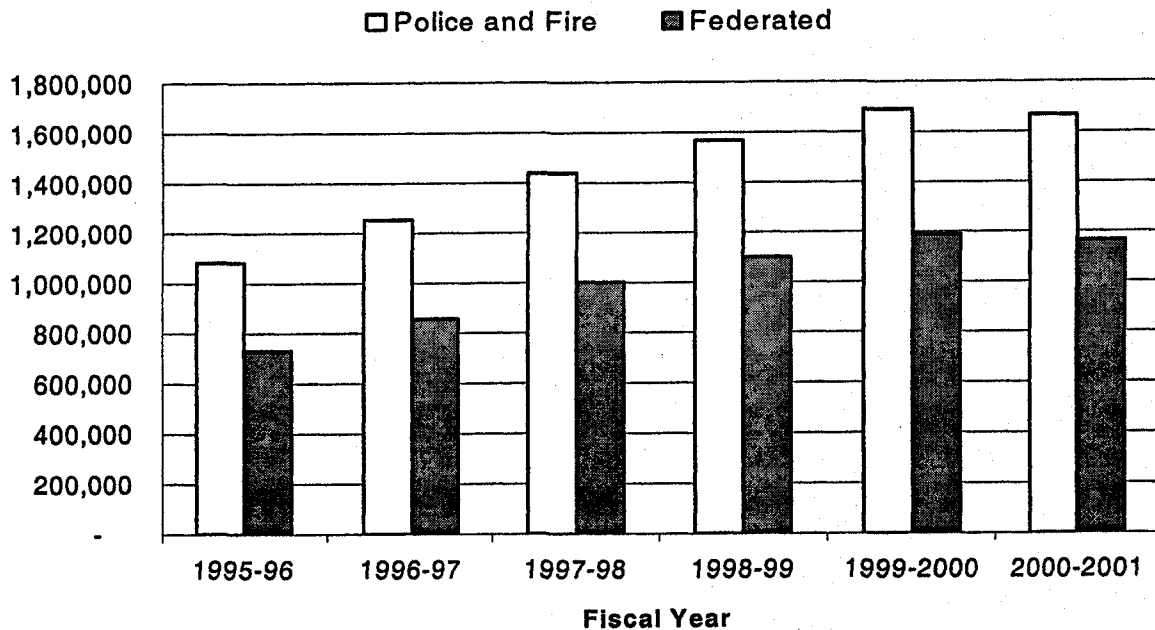
	2001-2002 Adopted	2002-2003 Adopted	Change
Authorized Positions	22.50	22.50	0.0%
Department Budget (All Funds)	\$ 1,813,216	\$ 2,024,916	11.7%

## Budget Highlights 2002-2003

- ☐ The Department will continue to prudently manage the City's retirement funds by supervising a broad investment portfolio.

### Budget Byte

### Five-Year Growth of Retirement Assets (in thousands of \$)



# Retirement Services Department

## Department Overview

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**T**he Core Service for the Retirement Services Department is to "Administer Retirement Plans." The Department's core service aligns with the strategic goal of the Strategic Support Employee Services CSA, which is to "optimize the attraction and retention of qualified employees to meet the service delivery needs of the organization." The City's retirement plan is an attractive benefit that can be marketed to future employees as well as support the retention of active employees.

Activities to effectively administer the retirement plans and inform active and retired employees of their benefits are captured in the four operational services listed below:

- Supervise Investment of Plan Assets
- Administer Retirement Benefits
- Provide Retirement Planning and Counseling
- Analyze, Develop and Recommend Retirement Policy

### Administer Retirement Plans

Retirement Services staff is responsible for administering two retirement plans: the Police and Fire Department Retirement Plan (P&F) and the Federated City Employees Retirement System (FCERS). Each plan is managed by its own Board of Administration, which has fiduciary responsibility over its plan.

The P&F Board consists of seven members: two sworn employees from the Police and Fire Departments, one member who retired under the retirement plan provisions, two City Council members, one member from the Civil Service Commission and a member of the City Administration with relevant financial experience.

The FCERS Board consists of seven members:

two City employees, one member who retired under the retirement plan provisions, two City Council members, one member from the Civil Service Commission and one person from the public with relevant financial experience.

Unlike most of the other City departments, the Retirement Services Department budget is approved by the Retirement Boards rather than by the City Council. Each year, the Boards review a draft, make recommendations, and approve the final budget. The Retirement Services Department participates in the overall City budget process for the authorization of new staff.

A priority for the Retirement Services Department during 2001-2002 was to review the financial markets and economic conditions and determine a strategy that would enable the Plans to earn their actuarial assumed rates of return in difficult markets. As a result, each Plan will be increasing their allocation to international equities and adding emerging market equities in 2002-2003. Other Retirement Services Department highlights for the year included the implementation of benefits which were negotiated in the P&F 2000-2004 Tripartite Memorandum Of Agreement, such as the reimbursement for Medicare Part B, increased survivorship benefits, inclusion of Fair Labor Standards Act in final compensation and purchase of military service. In addition, staff implemented a new benefit for the P&F retirees, the Supplemental Retirees Benefit Reserve. For FCERS, staff implemented the change in final compensation to single highest year, effective July 1, 2001. In addition, each plan completed an actuarial valuation to determine the contribution rates for the next two fiscal years. For P&F, the City's contribution is 14.22% and the employees' contribution is 10.25%. For FCERS, the rates are 15.20% for the City and 5.08% for the employee.

# Retirement Services Department

## Department Budget Summary

	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
<b>Dollars by Core Service</b>					
Administer Retirement Plans	N/A	N/A	\$ 1,816,083	\$ 1,816,083	N/A
Strategic Support	N/A	N/A	208,833	208,833	N/A
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,024,916</b>	<b>\$ 2,024,916</b>	<b>N/A</b>
<b>Dollars by Program</b>					
Retirement Services	\$ 1,402,795	\$ 1,813,216	N/A	N/A	N/A
<b>Total</b>	<b>\$ 1,402,795</b>	<b>\$ 1,813,216</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>Dollars by Category</b>					
Personal Services	\$ 1,402,795	\$ 1,813,216	\$ 2,024,916	\$ 2,024,916	11.7%
<b>Total</b>	<b>\$ 1,402,795</b>	<b>\$ 1,813,216</b>	<b>\$ 2,024,916</b>	<b>\$ 2,024,916</b>	<b>11.7%</b>
<b>Dollars by Fund</b>					
Federated Retirement	\$ 720,988	\$ 903,438	\$ 1,004,191	\$ 1,004,191	11.2%
Police and Fire Retirement	681,807	909,778	1,020,725	1,020,725	12.2%
<b>Total</b>	<b>\$ 1,402,795</b>	<b>\$ 1,813,216</b>	<b>\$ 2,024,916</b>	<b>\$ 2,024,916</b>	<b>11.7%</b>
<b>Authorized Positions</b>	<b>14.00</b>	<b>22.50</b>	<b>22.50</b>	<b>22.50</b>	<b>0.0%</b>

Note: The City of San Jose is in the final year of a three year transition to a Performance-Based Budget. As a main step in the process, all departments and City Council appointees identified their major lines of business or "Core Services" delivered to customers. Departmental budget sections are now presented by Core Services, rather than Programs, with performance measures and adopted budget changes detailed. For fiscal year 2002-2003 (as part of the budget transition), Program information is now only available for the display of 2000-2001 Actual and 2001-2002 Adopted Budget data.



# Retirement Services Department

## **Budget Reconciliation**

**(2001-2002 Adopted to 2002-2003 Adopted)**

	<b>Positions</b>	<b>All Funds (\$)</b>
<b>Prior Year Budget (2001-2002):</b>	<b>22.50</b>	<b>1,813,216</b>
<hr/> <b>Base Adjustments</b> <hr/>		
<b>Technical Adjustments to Costs of Ongoing Activities</b>		
• Salary/benefit changes		211,700
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>211,700</b>
<b>2002-2003 Forecast Base Budget:</b>	<b>22.50</b>	<b>2,024,916</b>
<b>2002-2003 Adopted Budget Total</b>	<b>22.50</b>	<b>2,024,916</b>

## Retirement Services Department

### Core Service: Administer Retirement Plans

*City Service Area: Strategic Support - Employee Services*

### Core Service Purpose

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**I**mplement policies and procedures to deliver retirement benefits and maintain the retirement plans.

#### Key Operational Services:

- |   |  |
|---|--|
| <input type="checkbox"/> <b>Supervise Investment of Plan Assets</b> | <input type="checkbox"/> <b>Provide Retirement Planning &amp; Counseling</b>       |
| <input type="checkbox"/> <b>Administer Retirement Benefits</b>      | <input type="checkbox"/> <b>Analyze, Develop &amp; Recommend Retirement Policy</b> |

### Performance and Resource Overview

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**T**he purpose of the "Administer Retirement Plans" core service is twofold. One purpose is to deliver retirement benefits to the retired employees of the City of San Jose and educate and market the retirement plan to active and future employees. The other purpose is to maintain fiscally sound retirement plans. The Retirement Services Department is organized into the following operational services, which are key to meeting the mission of the core service.

#### Supervise Investment of Plan Assets

To maintain a fiscally sound plan, Retirement Services staff supervises the investment of assets in the retirement plans. There are two separate funds, one for the Police and Fire Department Retirement Plan (P&F) and the other for the Federated City Employee Retirement System (FCERS). The investment team monitors the external investment managers and ensures that they comply with the Retirement Boards' investment policies and guidelines. Currently, the investment team oversees \$2.8 billion in assets, including 14 real estate properties in seven states. Strong relationships are established and maintained between staff and the various investment managers, custodian banks and financial consulting firms in order for staff to effectively administer the retirement plans and report on their performance to the Retirement Boards.

As of June 30, 2001, the investment program produced a rate of return of 0.2 % for P&F and -0.2% for FCERS which is under the actuarial assumed rate of return of 8% for P&F and 8.25% for FCERS, but higher than the average public fund plan which returned -5.4%. Results were achieved within the policy risk levels assigned to the plans. The priority during the year was to review the market conditions and determine a strategy that would enable the Plans to earn their actuarial assumed rates of return in difficult markets and to assure that the Plans will meet their future liabilities. The table shows the target allocation of each Plan after the asset/liability studies were completed this year.

## Retirement Services Department

Core Service: Administer Retirement Plans  
City Service Area: Strategic Support - Employee Services

### Performance and Resource Overview (Cont'd.)

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#### Supervise Investment of Plan Assets (Cont'd.)

	P&F	FCERS
Domestic Equities	35%	42.9%
International Equities	15%	13.5%
International Emerging Equities	5%	1.5%
Domestic Fixed income	28%	29.1%
International Fixed	5%	7.0%
Real Estate	12%	6.0%

The Department continues to work on improving the investment program. An Investment Officer, added as part of the 2000-2001 staffing plan, will be responsible for analyzing worldwide economic, financial and market trends in order to determine the highest overall investment returns consistent with the retirement Plans' long-term goals and risk tolerance. The Investment Officer position is in the process of being filled. In the meantime, staff was able to monitor 100% of the portfolios for compliance, exceeding the target of 90%. For 2002-2003 the target has been adjusted upward to 92%.

#### Provide Retirement Planning and Counseling

The Department provides retirement planning and counseling to active and retired employees. Individual counseling is provided to each employee prior to retirement to ensure employees understand the benefits they are eligible to receive. In addition, the benefits team presents informational brown bag lunches that address financial and retirement issues for active and retired members of the retirement plans.

Active employees can also attend a seven-week course geared toward educating employees at different stages in their careers: those who are close to retirement, in mid-career and early in their careers. The courses cover a wide variety of topics including retirement benefits, health and dental benefits, financial planning, deferred compensation, health issues, wills and estate planning. Additional classes were added to the Continuing Professional Training (CPT) for Police Officers. Of the employees taking the course and receiving counseling, 86% have stated that they believe the information they learned had a positive impact on their ability to make good decisions to reach their retirement goals. The result was slightly below the target of 90%.

Reviewing the surveys results, two issues were repeatedly mentioned as areas for improvement. One was the suggestion to offer the classes to Plan members earlier in their careers. Retirement Services has had classes for new employees for 4 years. The Department's goal for 2002-2003 will be to market the classes more effectively and perhaps offer them in a different time frame or format.

The second issue mentioned was responsiveness to phone calls. To improve this area, Retirement Services hired temporary administrative assistance for a short period to monitor and review

## **Retirement Services Department**

### **Core Service: Administer Retirement Plans**

*City Service Area: Strategic Support - Employee Services*

## **Performance and Resource Overview (Cont'd.)**

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### **Provide Retirement Planning and Counseling (Cont'd.)**

the process for phone calls and general customer service. Staff is implementing new procedures for 2002-2003.

### **Administer Retirement Benefits**

The Department administers the retirement benefits, including providing retirement checks and direct deposits for retirees, enrolling retirees in the health and dental plans and accounting for contributions and expenses for the retirement plans. Additionally, the Department implements any changes to the retirement plans or policies. For example, staff implemented the benefits negotiated in the P&F 2000-2004 Tripartite Memorandum of Agreement, including reimbursement for Medicare Part B, increased survivorship benefits, inclusion of Fair Labor Standards Act in final compensation and purchase of military service. In addition, staff implemented a new benefit for the P&F retirees, the Supplemental Retirees Benefit Reserve. For FCERS, staff implemented the change in final compensation to single highest year, effective July 1, 2001.

In a survey, Retirement plan members rated the Retirement Services Department's services as very good or excellent 85% of the time, based on the accuracy and usefulness of staff work. These results were below the target of 95%. The survey responses did not give the Department specific feedback on why the results were below target. Staff is revising the survey to get better information. General comments indicated that plan members would prefer more contact during the retirement process. Staff is reviewing ways to improve the communication with members who are soon to be retired. Also, due to additions and turnover, the Department has added 10.5 new Retirement Services employees out of a total position allocation of 22.5 positions. The results of the survey may have been impacted because of the learning curve of the new Department members.






### **Analyze, Develop and Recommend Retirement Policy**

The Retirement Services Department also analyzes, develops and recommends retirement policy for the Boards. Recommendations are made on specific issues, policies and procedures. Each year the Retirement Boards' investment committees prepare a work plan with projects for the year. Projects may include reviewing the asset allocation of the plan, updating the investment policy and determining the added value and risk of a specific investment. In addition, various other projects not related to investments are also scheduled for completion during the year including the actuarial valuations. Staff completed projects in the agreed upon time frame 91% of the time which is below the Department's target of 95%. Retirement Services is still slightly below full staffing, an Office Specialist and the Investment Officer were vacant during 2001-2002. It is expected that filling the Investment Officer position will help the Department reach its target. Retirement Services is in the process of filling the vacancies.

# Retirement Services Department

## Core Service: Administer Retirement Plans City Service Area: Strategic Support - Employee Services

### Performance and Resource Overview (Cont'd.)

Administer Retirement Plans Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 % of employees that feel the Retirement Services had a positive impact on their ability to make decisions to achieve retirement goals	91%	90%	86%	90%
 % of portfolios analyzed for compliance with investment policy	61%	90%	100%	92%
 Cost of administration compared to market value of Retirement Funds	0.434%	0.443%	0.460%	0.540%
 Information needed by the Boards and members is delivered in the agreed upon time frame	83%	95%	91%	95%
 % of Boards and members that rate department services as very good or excellent based on accuracy and usefulness of work	93%	95%	85%	90%

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Number of active & retired members surveyed	56	150	110	120
Number of employees reporting a positive impact	51	135	95	108
Number of portfolios	23	25	34	36
Number of portfolios analyzed	14	23	34	33
Average cost of other similar Plans	0.355%	0.400%	0.400%	0.450%
Combined cost of administration of City Plans	0.434%	0.443%	0.460%	0.540%
Number of items completed on time	33	48	93	90
Number of items due on the "To Do" list	12	20	47	45
Number of items due on Workplan	28	30	55	50

## Retirement Services Department

**Core Service: Administer Retirement Plans**  
*City Service Area: Strategic Support - Employee Services*

### Performance and Resource Overview (Cont'd.)

Administer Retirement Plans Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
<b>Core Service Budget *</b>					
Personal Services	N/A	N/A	\$ 1,816,083	\$ 1,816,083	N/A
Non-Personal/Equipment	N/A	N/A	-	-	N/A
<b>Total</b>	<b>\$ -</b>	<b>-</b>	<b>\$ 1,816,083</b>	<b>\$ 1,816,083</b>	<b>N/A</b>
 <b>Authorized Positions</b>	 N/A	 N/A	 20.10	 20.10	 N/A

\* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

### Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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NONE

## Retirement Services Department

### Strategic Support

**S**trategic Support represents services within the Retirement Services Department that support and guide the provision of core services.

Strategic Support within the Retirement Department includes:

#### Key Operational Services:

- ☐ Retirement Boards' Support
- ☐ Training
- ☐ Contract Administration

### Performance and Resource Overview

**S**trategic support is an ongoing requirement to provide for the core service of the Department. For 2002-2003, no changes were made.

Strategic Support Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
<b>Strategic Support Budget *</b>					
Personal Services	N/A	N/A	\$ 208,833	\$ 208,833	N/A
Non-Personal/Equipment	N/A	N/A	-	-	N/A
<b>Total</b>	<b>\$ -</b>	<b>-</b>	<b>\$ 208,833</b>	<b>\$ 208,833</b>	<b>N/A</b>
<b>Authorized Positions</b>	<b>N/A</b>	<b>N/A</b>	<b>2.40</b>	<b>2.40</b>	<b>N/A</b>

- \* The Resource Summary includes all operating allocations within the Department that contribute to the performance of Strategic Support. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Strategic Support performance, yet are displayed elsewhere in this budget.

# Transportation Department

Wayne Tanda, Director

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**T**he mission of the Department of Transportation is to plan, develop, operate, and maintain transportation facilities, services, and related systems which contribute to the livability and economic health of the City

## Core Services

### Parking Services

Provide public parking by managing on and off-street parking facilities, implementing effective policies and regulations, and ensuring compliance with policies and regulations

### Storm Sewer Management

Maintain and operate the storm sewer system in a way that ensures proper flow and is environmentally sensitive to the natural water tributary system and to the South San Francisco Bay

### Street Landscape Maintenance

Provide for the management and maintenance of street landscape, street trees, and sidewalks in order to provide a safe and aesthetically pleasing streetscape

### Transportation Operations

Provide for the safe and efficient movement of vehicles and pedestrians by optimizing traffic flow, calming neighborhood traffic, providing traffic safety education, and installing traffic improvements

### Pavement Maintenance

Maintain and repair the street network pavement to allow for optimum street service life and the safe and efficient travel of the motoring public

### Traffic Maintenance

Ensure the proper operation of the City's traffic devices and streetlights by providing maintenance and repair of traffic signals, streetlights, traffic safety devices, signs, and roadway markings

### Sanitary Sewer Maintenance

Provide timely and efficient cleaning and repair of the sanitary sewer collection system to ensure an uninterrupted sewage flow to the Water Pollution Control Plant

### Transportation Planning

Plan the City's transportation system through local and regional programs, policy analysis and advocacy, and manage the Capital Improvement Program and projects

**Strategic Support:** Budget and fiscal services, hiring of new employees, development of a skilled and safe workforce, and implementation of information technology systems



# Transportation Department

## Budget Summary

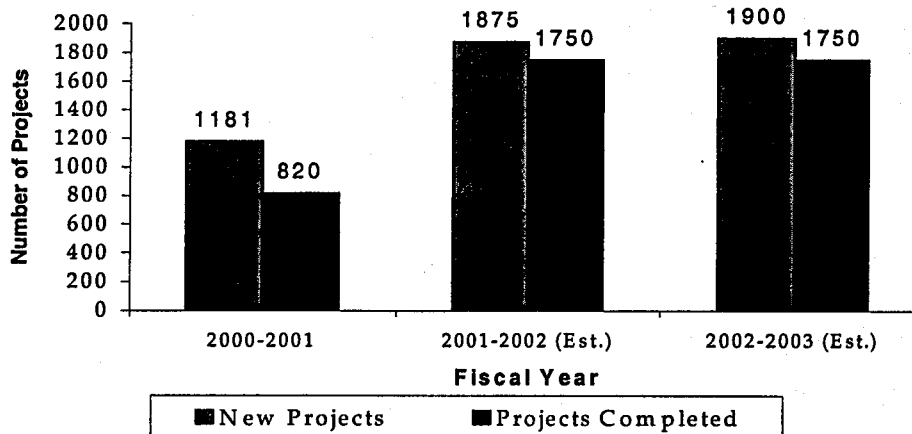
	2001-2002 Adopted	2002-2003 Adopted	Change
Authorized Positions	538.00	533.50	(0.8%)
Department Budget (All Funds)	\$ 66,712,177	\$ 69,366,710	4.0%

## Budget Highlights 2002-2003

- ☐ Reductions in the Street Landscape Maintenance and Traffic Maintenance Core Services are in response to current economic conditions and will be implemented without significant service level impacts
- ☐ Contract work for sealing cracks in City streets to be performed by City crews, resulting in General Fund savings
- ☐ Fire hydrant ownership and maintenance to be transferred from the Department of Transportation to water service providers that service the City of San Jose
- ☐ Funding for a new street and sidewalk cleaning program for Neighborhood Business Districts
- ☐ Funding for an additional Civil Engineer to enhance the Traffic Calming Program efforts in Strong Neighborhoods Initiative areas
- ☐ Enhanced funding for street sweeping will support additional residential areas that restrict parking during street sweeping times and will improve the cleanliness of residential streets

## Budget Byte

### Traffic Calming Projects



# Transportation Department

## Department Overview

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**T**he 2002-2003 Adopted Operating Budget for the Department of Transportation is presented for the fifth consecutive year in a core service format, with an emphasis on performance outcomes. Detailed descriptions of these services and the expected impact of budget changes can be found following this overview.

The performance outcome approach has helped department staff improve their customer focus, increase productivity using existing resources, and clearly identifying service level gaps. The most significant changes in this budget address these long-term needs and focus on City Council and Strong Neighborhoods Initiative priorities.

The majority of the Department's core services roll up to the Transportation City Service Area. The Storm Sewer Management and Sanitary Sewer Maintenance core services roll up to the Environmental and Utilities City Service Area. Alignment is described in greater detail in the individual core service sections following this overview.

### Parking Services

Parking demand is currently being met in all eight downtown parking zones primarily due to the economic downturn, but in 2000-2001 two zones were above capacity and the demand for parking spaces was increasing. As the economy begins to recover and development reoccurs in the Downtown, the Fourth Street Garage, temporary parking lots, and the Parking Guidance System will assist in meeting future parking demand. In 2001-2002 a Parking Management Plan (PMP) was developed to address both short-term and long-term parking needs, and it recommends the development of approximately 4,600 new parking spaces to meet the parking demand in Downtown over the next ten years. The PMP

identified two sites in which parking funds will be utilized to assist in the acquisition, design, and construction of two parking facilities; the costs of which are programmed in the Parking Program of the Adopted 2003-2007 Capital Improvement Program (CIP).

Additionally, parking enforcement officers have been approved to be added in 2002-2003 to meet the projected increased need for enforcement resulting from a second monthly street sweep, additional street miles that will restrict parking during street sweeping times, and two new Residential Permit Parking zones. In accordance with the Mayor's Budget Message, the new staff will be focused on promoting compliance with parking regulations as opposed to aggressively ticketing non-compliant parkers.

Several Parking Management programs have been rebudgeted to 2002-2003. Funding added in 2001-2002 for additional valet/stack parking, a car/vanpool formation pilot and an Eco-pass subsidy pilot was not utilized because of the decrease in downtown parking demand due to the slowdown in the economy. As the economy improves, parking demand is expected to return to past levels, and the funding will be expended at that time.

### Street Landscape Maintenance

The overall condition of street trees remains a priority for the Street Landscape Maintenance Core Service. Additional funds provided beginning in 2001-2002 marked the first year of a 10-year structural pruning program aimed at making 90% of street trees in good condition. The resources for contractual structural pruning have improved the current overall condition of street trees in 2001-2002 from 46% to 50%. In 2002-2003, the 10-year program will continue with similar results.

# **Transportation Department**

## **Department Overview (Cont'd.)**

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### **Street Landscape Maintenance (Cont'd.)**

Redevelopment Agency funding, along with savings in existing street sweeping programs, will provide for a new program intended to improve the cleanliness of Neighborhood Business Districts. Additionally, through efficiency savings, the Street Landscape Maintenance non-personal/equipment budget will also be reduced in fiscal year 2002-2003.

### **Pavement Maintenance**

The Pavement Maintenance Core Service is facing a temporary shortfall in federal and regional grants beginning in 2002-2003. As a result, the focus of the 10-Year Street Maintenance Recovery Plan that began in 1996-1997 will be to sustain the gains achieved during the first six years. In recent years, Measure A/B and federal funding sources have been used to supplement the base funding level of the pavement maintenance service on a year-by-year basis. This issue is discussed in greater detail in the Adopted 2002-2003 Capital Budget/2003-2007 Capital Improvement Program document.

The 2002-2003 Adopted Budget also eliminates contractual services for crack sealing and moves the operation in-house to be performed by existing City crews. This action will reduce costs to the General Fund, with no resulting service level impact.

### **Storm Sewer Maintenance**

The 2002-2003 budget reflects funding to improve street sanitation services. With the increase in frequency (from once to twice a month) of residential street sweeping commencing in July 2002, added signage for restricted parking areas and enhanced parking compliance will provide significant

improvements to street cleanliness. Also approved is the transfer of the Fire Hydrant Maintenance Service to the water service providers in San Jose, which will result in a reduction to the General Fund resources needed to provide this service.

### **Transportation Operations/Traffic Maintenance**

Another area of public concern is the increase in traffic and the corresponding decrease in the quality of life in the City's neighborhoods, as commuters bypass busy arterials by using residential streets.

The 2002-2003 Adopted Capital Budget includes resources to continue development and construction of grant funded Intelligent Transportation Systems projects. This effort continues to address City and regional traffic congestion that is the number one concern among citizens responding to the annual City Survey conducted in September 2001.

The Traffic Calming Program efforts initiated in 2000-2001 will also continue, per the Mayor's Budget Message, through the 2002-2003 budget with the addition of a Civil Engineer funded by the Redevelopment Agency. The focus for 2002-2003 will be to provide improvements in Strong Neighborhoods Initiative areas that have designated traffic calming measures as a top ten priority.

The Traffic Maintenance Core Service maintains all traffic devices, signs, markings, and streetlights throughout the City. In 2001-2002, numerous vacant electrician positions impacted preventive maintenance service delivery.

# **Transportation Department**

## **Department Overview (Cont'd.)**

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### **Transportation Operations/Traffic Maintenance (Cont'd.)**

Staff has been actively recruiting to fill these positions, but there is a high demand for electrical staff industry-wide. The 2002-2003 budget includes a reduction of resources, including one Electrician, to generate General Fund savings. Staff will work to minimize the impact of these cuts through operational efficiencies.

### **Transportation Planning**

Fiscal year 2001-2002 was the first year that the Transportation Planning Core Service was included in the Transportation Department. This service ensures effective planning and development of the City's transportation system through managing the Capital Improvement Program, coordinating capital projects, and policy analysis and advocacy.

The 2002-2003 budget includes the reallocation of positions from the General Fund to Capital funds. This action will align the positions with the work provided and generate ongoing savings for the General Fund.

### **Sanitary Sewer Maintenance/Strategic Support**

No major new investments or budget changes are presented in the Sanitary Sewer Maintenance core service or Strategic Support sections of this document. Department staff will continue to make improvements in these areas through innovations within existing budgets. A rebudget of unexpended equipment funding was approved and will allow the Department to purchase two utility vehicles for a sanitary sewer repair crew and concrete repair crew that were added in 2001-2002, and three sanitary sewer pumps to replace ones that are in poor repair and close to failing.

# Transportation Department

## Department Budget Summary

	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
<b>Dollars by Core Service</b>					
Parking Services	\$ 6,202,966	\$ 8,474,610	\$ 8,917,303	\$ 9,606,245	13.4%
Street Landscape Maint	9,626,965	11,433,232	12,053,206	12,090,114	5.7%
Pavement Maintenance	7,543,931	7,384,036	7,668,194	7,336,585	(0.6%)
Sanitary Sewer Maintenance	8,347,125	8,823,459	8,699,226	8,934,885	1.3%
Storm Sewer Management	7,325,527	7,510,075	6,298,703	6,173,529	(17.8%)
Transportation Operations	9,335,336	11,082,002	12,564,144	12,635,700	14.0%
Traffic Maintenance	5,747,652	6,421,579	6,524,098	6,347,918	(1.1%)
Transportation Planning	N/A	3,502,461	3,889,023	3,889,023	11.0%
Strategic Support	1,424,516	2,080,723	2,352,711	2,352,711	13.1%
<b>Total</b>	<b>\$ 55,554,018</b>	<b>\$ 66,712,177</b>	<b>\$ 68,966,608</b>	<b>\$ 69,366,710</b>	<b>4.0%</b>
<b>Dollars by Category</b>					
Personal Services					
Salaries/Benefits	\$ 28,794,803	\$ 36,422,016	\$ 40,120,450	\$ 39,993,552	9.8%
Overtime	1,447,570	986,204	1,043,648	1,043,648	5.8%
<b>Subtotal</b>	<b>\$ 30,242,373</b>	<b>\$ 37,408,220</b>	<b>\$ 41,164,098</b>	<b>\$ 41,037,200</b>	<b>9.7%</b>
Non-Personal/Equipment	25,311,645	29,303,957	27,802,510	28,329,510	(3.3%)
<b>Total</b>	<b>\$ 55,554,018</b>	<b>\$ 66,712,177</b>	<b>\$ 68,966,608</b>	<b>\$ 69,366,710</b>	<b>4.0%</b>
<b>Dollars by Fund</b>					
General Fund	\$ 29,056,264	\$ 32,694,508	\$ 35,943,821	\$ 35,041,153	7.2%
General Purpose Parking	4,806,827	6,932,757	7,286,898	7,686,898	10.9%
Integrated Waste Mgmt	79,239	138,719	147,073	442,073	218.7%
Maint Assess Districts	3,096,978	3,793,832	3,928,166	3,928,166	3.5%
Sewer Svc & Use Charge	8,553,715	9,267,676	9,198,505	9,434,164	1.8%
Storm Sewer Operating	6,231,089	6,653,631	5,383,646	5,402,109	(18.8%)
Water Utility	59,625	79,224	86,489	86,489	9.2%
Capital Funds	3,670,281	7,151,830	6,992,010	7,345,658	2.7%
<b>Total</b>	<b>\$ 55,554,018</b>	<b>\$ 66,712,177</b>	<b>\$ 68,966,608</b>	<b>\$ 69,366,710</b>	<b>4.0%</b>
<b>Authorized Positions</b>	<b>513.00</b>	<b>538.00</b>	<b>535.50</b>	<b>533.50</b>	<b>(0.8%)</b>

Note: The City of San Jose is in the final year of a three-year transition to a Performance-Based Budget. As a main step in the process, all departments and City Council appointees identified their major lines of business or "Core Services" delivered to customers. Departmental budget sections are now presented by Core Services, rather than Programs, with performance measures and adopted budget changes detailed.

# Transportation Department

## Budget Reconciliation

(2001-2002 Adopted to 2002-2003 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2001-2002):</b>	<b>538.00</b>	<b>66,712,177</b>	<b>32,694,508</b>
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
● Funding for Eco-pass subsidy pilot		(100,000)	0
● Supply and equipment costs for new sewer repair crew		(110,000)	0
● Equipment costs for traffic signal and Intelligent Transportation Systems repair crew		(100,000)	(100,000)
● Supply costs for traffic signal and Intelligent Transportation Systems repair crew		(54,700)	(54,700)
● Setup costs for expansion of valet parking program		(50,000)	0
● Funding for car pool formation pilot		(50,000)	0
● Supply and equipment costs for new concrete repair crew		(52,500)	0
● Supply costs for Civil Engineer working on Downtown traffic mitigation		(30,000)	(30,000)
● Contract costs to perform tree trimming for Seniors and low income residents		(25,000)	(25,000)
● Pest management costs for tulip trees		(15,000)	(15,000)
● Supply costs for Civil Engineer working on Strong Neighborhoods Initiative projects		(10,000)	(10,000)
● Contract costs for tree trimming around streetlights		(9,400)	(9,400)
● Supply costs for Network Technician added to Parking Services		(5,000)	0
● Supply costs for customer-driven development review engineer		(2,500)	(2,500)
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>0.00</b>	<b>(614,100)</b>	<b>(246,600)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
● Salary/Benefit changes and the following position reallocations:		3,952,256	1,894,295
- 1.0 Account Clerk II to Sr. Account Clerk			
- 1.0 Assoc. Engineering Tech to Assoc. Transportation Spec.			
- 2.0 Civil Engineers to Associate Civil Engineers			
- 1.0 Civil Engineer to Associate Transportation Spec.			
- 1.0 Engineering Technician II to Analyst II			
- 5.0 Maintenance Assistants to Maintenance Worker I's			
- 1.0 Principal Division Manager to Division Manager			
- 1.0 Program Manager to Assistant Director			
- 1.0 Secretary to Parking/Ground Trans. Administer			
- 1.0 Sr. Dispatcher to Sr. Office Specialist			
- 1.0 Traffic Checker II PT's to Traffic Checker II FT			
- 1.0 Assoc. Eng. Tech. and 0.5 Engineering Trainee PT to 1.0 Sr. Analyst	(0.50)		
● Elimination of temporary Prin. Construction Inspector	(1.00)	(102,099)	0
● Elimination of temporary Sr. Construction Inspector	(1.00)	(95,257)	0

# Transportation Department

## Budget Reconciliation (Cont'd.)

(2001-2002 Adopted to 2002-2003 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
<b>Base Adjustments</b>			
<b>Technical Adjustments to Costs of Ongoing Activities (Cont'd.)</b>			
● Transfer of Residential Street Sweeping contract costs to the Environmental Services Department		(1,275,000)	
● Technical adjustment to eliminate non-personal capital budget		(707,901)	
● Transfer of funding for Transportation Demand Management activities from the Capital program to Transportation		140,000	
● COLA increase to landscape maintenance contracts		96,118	96,118
● COLA increase to security and maintenance contracts for parking facilities		47,126	
● Maintenance costs for traffic control devices		40,000	40,000
● COLA increase for debris hauling contracts		8,130	5,730
● Changes in vehicle replacement costs		(1,051,000)	
● Changes in electricity costs		1,445,172	1,397,172
● Changes in vehicle maintenance and operations costs		185,898	62,598
● Changes in overhead costs		185,088	
<b>Technical Adjustments Subtotal:</b>	<b>(2.50)</b>	<b>2,868,531</b>	<b>3,495,913</b>
<b>2002-2003 Forecast Base Budget:</b>	<b>535.50</b>	<b>68,966,608</b>	<b>35,943,821</b>
<b>Investment/Budget Proposals Approved</b>			
<b>Parking Services</b>			
- Augmented Parking Enforcement for Residential Street Sweeping and New Permit Parking Zones	4.00	288,942	288,942
- Rebudgets: Parking Supply Management		400,000	0
<b>Parking Services Subtotal:</b>	<b>4.00</b>	<b>688,942</b>	<b>288,942</b>
<b>Street Landscape Maintenance</b>			
- Efficiency Savings in Street Landscape Maintenance		(125,000)	(125,000)
- Changes in Vehicle Maintenance Staffing Levels		(116,000)	(116,000)
- Transfer Fire Hydrant Maintenance to Water Service Providers	(0.35)	(22,092)	(22,092)
- Improve Cleanliness of Neighborhood Business Districts		300,000	300,000
<b>Street Landscape Maintenance Subtotal:</b>	<b>(0.35)</b>	<b>36,908</b>	<b>36,908</b>

# Transportation Department

## Budget Reconciliation (Cont'd.)

(2001-2002 Adopted to 2002-2003 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
<b>Investment/Budget Proposals Approved (Cont'd.)</b>			
<b>Pavement Maintenance</b>			
- Perform Pavement Crack Sealing with City Crews		(250,000)	(250,000)
- Mobile Fueling Contractual Services		(47,000)	(47,000)
- Transfer Fire Hydrant Maintenance to Water Service Providers	(0.35)	(34,609)	(34,609)
<b>Pavement Maintenance Subtotal:</b>	<b>(0.35)</b>	<b>(331,609)</b>	<b>(331,609)</b>
<b>Sanitary Sewer Maintenance</b>			
- Transfer Fire Hydrant Maintenance to Water Service Providers	(0.65)	659	0
- Rebudget: Utility Trucks and Sanitary Sewer Pumps		235,000	0
<b>Sanitary Sewer Maintenance Subtotal:</b>	<b>(0.65)</b>	<b>235,659</b>	<b>0</b>
<b>Storm Sewer Management</b>			
- Transfer Fire Hydrant Maintenance to Water Service Providers	(4.45)	(420,174)	(438,637)
- Improve Cleanliness of Residential Streets		295,000	0
<b>Storm Sewer Management Subtotal:</b>	<b>(4.45)</b>	<b>(125,174)</b>	<b>(438,637)</b>
<b>Transportation Operations</b>			
- Traffic Calming Support for Strong Neighborhoods Initiative Areas	1.00	71,556	0
<b>Transportation Operations Subtotal:</b>	<b>1.00</b>	<b>71,556</b>	<b>0</b>
<b>Traffic Maintenance</b>			
- Efficiency Savings in Traffic Maintenance	(1.00)	(154,122)	(154,122)
- Transfer Fire Hydrant Maintenance to Water Service Providers	(0.20)	(22,058)	(22,058)
<b>Traffic Maintenance Subtotal:</b>	<b>(1.20)</b>	<b>(176,180)</b>	<b>(176,180)</b>
<b>Transportation Planning</b>			
- Reallocate Position Funding from General Fund to Traffic Capital Funds		0	(282,092)
<b>Transportation Planning Subtotal:</b>	<b>0.00</b>	<b>0</b>	<b>(282,092)</b>
<b>Total Investment/Budget Proposals Approved</b>	<b>(2.00)</b>	<b>400,102</b>	<b>(902,668)</b>
<b>2002-2003 Adopted Budget Total</b>	<b>533.50</b>	<b>69,366,710</b>	<b>35,041,153</b>



## Transportation Department

Core Service: Parking Services  
City Service Area: Transportation Services

### Core Service Purpose

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**P**rovide public parking by managing off-street and on-street parking facilities, implementing effective policies and regulations, and ensuring understanding and compliance with policies and regulations.

#### Key Operational Services:

☐ Manage Off-Street Parking

☐ Manage On-Street Parking

### Performance and Resource Overview

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**T**he City's Parking Services remains focused on meeting the parking needs of businesses, visitors, neighborhoods, and residents. As demand for parking continues to be strong, the City and Redevelopment Agency Capital Improvement Programs provide funding for new parking facilities to meet current and future demand. Specific capital projects and transfers are detailed in the Parking Program of the Adopted 2003-2007 Capital Improvement Program (CIP). The Parking Services Core Service contributes primarily to the Transportation CSA's Outcome: *"Efficient Access to Activity Centers."*

#### Off-Street Parking

An overall measure of performance for Parking Services is whether parking demand is being met. Recent public surveys indicate that parking demand is being met in all eight downtown parking zones. This is an improvement over 2000-2001 when parking demand was only being met in six of eight zones. The improvement in performance is primarily due to the economic downturn and the slowdown of development projects in the downtown core.

Average peak occupancies at City facilities is projected to decrease slightly to 75% in 2001-2002, as compared to 77% in 2000-2001. Facilities in the downtown core, such as the Market Street Garage, Convention Center, and prime surface lots, regularly experienced occupancies in the 92% range. Facilities not as centrally located had lower occupancy in the 60% range. Total monthly permit sales for 2001-2002 are projected to increase 9% over last year, from 58,050 to 63,000. Transient parking sales are expected to decrease 13% from 1.547 million to 1.350 million transactions for the same period.

As part of the implementation of the Redevelopment Agency (RDA) Strategy 2000 – San Jose's Greater Downtown Strategy Plan, a Parking Management Plan (PMP) has been developed to address both short-term and long-term parking needs. The PMP recommended the development of approximately 4,600 new parking spaces to meet the parking demand in the Downtown over the next ten years. It is anticipated that the demand for parking in the downtown core will continue to

# Transportation Department

Core Service: Parking Services  
City Service Area: Transportation Services

## Performance and Resource Overview (Cont'd.)

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### Off-Street Parking (Cont'd.)

increase as a result of proposed development on land currently used for surface parking lots and to the extent that new development does not fully provide for its own on-site parking demand. This budget, coupled with the Adopted 2003-2007 Parking CIP, includes a number of projects, programs, and services to ensure that parking demand is maintained in all eight zones. With the use of future RDA development sites in the periphery of the Downtown, three temporary parking lots (totaling 300 new parking spaces) are being added to the parking inventory. When the economy improves and parking demand returns to past levels, the temporary parking lots are planned to be connected to the downtown core via a convenient extension of the DASH shuttle with a north/south route to complement the existing east/west route. The Fourth Street parking garage is scheduled to be completed and operational in early 2003 and will provide an additional 750 parking spaces to the downtown core parking supply. Valet parking services are also available in various facilities to create an additional 250 parking spaces. The PMP identified numerous sites on which to build additional parking facilities in the Downtown. The 2002-2003 budget reflects a transfer of \$7.75 million from the General Purpose Parking Fund reserves to the RDA to help finance the acquisition, design, and construction of two parking facilities. Additionally, several Parking Management programs have been rebudgeted to 2002-2003. An augmentation to the existing valet/stack parking program, a car/vanpool formation pilot and an Eco-pass subsidy pilot, provided for 2001-2002, were not implemented because of the decreased parking demand Downtown resulting from the slowdown in the economy. The programs will be needed to increase the available parking supply or reduce parking demand once parking demand returns to past levels.

A number of other efforts, including continuation of free parking at City-owned facilities in the evenings, on weekends, and holidays, and the parking website ([www.sjdowntownparking.com](http://www.sjdowntownparking.com)) developed in conjunction with the San Jose Downtown Association, are designed to make access to parking more user-friendly. The Parking Guidance System (PGS) project is another important operational tool planned to improve access to parking in the Downtown. The PGS will inform motorists of parking locations and real-time parking space availability using electronic message signs located at downtown gateways and intermediary points closer to parking facilities. The design phase of the project is close to completion, with the system expected to be operational in early 2003. Overall, customers in off-street parking facilities continue to be satisfied, with 84% of the customers rating the service as good (4 or better on a 1 to 5 scale), down slightly from 85% a year ago and below the 86% target for the year.

### On-Street Parking

Management of on-street parking spaces continues to be an important part of Parking Services. In 2001-2002, the final phase of the electronic meter installation program was completed, bringing the total number of electronic meters to 1,151 out of 2,001 meters. The electronic meters are more reliable requiring less maintenance than the older mechanical meters and resulting in very responsive

# Transportation Department

## Core Service: Parking Services *City Service Area: Transportation Services*

### **Performance and Resource Overview (Cont'd.)**

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#### **On-Street Parking (Cont'd.)**

repair timelines (99% within one day), more proactive maintenance, and less susceptibility to illegal coins and jams. In addition, electronic meters can be programmed electronically when rates change.

The Parking Compliance Unit remains focused on ensuring the appropriate use of on-street parking. Beginning in July 2002, the frequency of residential street sweeping will increase from once to twice monthly and up to an additional 55 curb miles will be added to the current 44 miles of streets that prohibit parking during street sweeping times. In August 2002, two new permit parking zones will go into effect in the Horace Mann and South University neighborhoods as requested in an approved Strong Neighborhoods Initiative Plan. To meet the increasing demand to support additional street sweeping activities and enforce the two new permit parking zones, additional parking enforcement officers were approved in the 2002-2003 budget. In accordance with the Mayor's Budget Message, the additional parking enforcement will focus on promoting a compliance message as opposed to aggressively ticketing parkers for violating parking regulations. Field surveys taken in 2001-2002 indicate that approximately 95% of on-street parkers in the Downtown were in compliance with regulations. In 2001-2002, the number of citations issued is projected to increase by about 5% from 183,050 to approximately 192,220. This increase in citation issuance is due in part to the redeployment and scheduling of staff to provide greater coverage on weekends and evenings in meter zones and Residential Permit Parking areas. The collection/closure rate on issued citations remains high at 84%. In an effort to make the citation payment process easier for customers, the City implemented an automated telephone credit card payment system. At this time, approximately 10% of those paying citations are using the automated system.

Even though the underlying purpose of the Parking Services Core Service is service based, economical operations are an important part of its overall success. The revenue-to-cost ratio is comprised of both Parking Fund and General Fund revenues and expenses, and is a critical cost measure of the service for two reasons: 1) the Parking Fund surplus revenues will directly contribute towards new capital projects including the construction of new parking facilities, and 2) the General Fund surplus revenues contribute directly to additional services for City operations. In 2001-2002, Parking Services is expected to achieve an overall revenue to cost ratio of 1.78, which is well above the target of 1.60.

The 2001-2002 General Fund surplus is expected to be higher than anticipated by \$373,000 due to additional citation revenues and lower expenditures. In the Parking Fund, in spite of revenues being below expectations because of less activity at the Convention Center Garage and lower interest revenue, the projected 2001-2002 operational surplus of \$3.4 million is \$1.25 million above targets due to significantly lower budgeted non-personal costs in the Parking Fund. Expenditures intended to increase parking supply and reduce parking demand were not made since utilization of parking facilities was down due to economic factors, making the expenditures unnecessary.






# Transportation Department

## Core Service: Parking Services City Service Area: Transportation Services

### Performance and Resource Overview (Cont'd.)

#### On-Street Parking (Cont'd.)

In 2002-2003, the Parking Services "Revenue to Cost Ratio" is expected to be 1.74. The Parking Fund cost ratio is projected to increase primarily due to rate increases and a new garage coming on line. The General Fund cost ratio will decline slightly due to increased expenses associated with new parking enforcement of newly signed street sweeping zones and permit parking zones.

Parking Services Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 Number of downtown parking zones meeting parking demand	6 of 8	7 of 8	8 of 8	8 of 8
 % of on-street parkers in compliance with all regulations	90%	90%	95%	90%
 Parking Services Revenue to Cost Ratio	2.04	1.60	1.78	1.74
 % of parking service requests completed in 1 day (facility maintenance, enforcement meter repair) or in 14 days (citation appeal)	96%	98%	96%	96%
 % of customers rating services good or better based upon satisfaction, appearance, comfort (4 or better on a 1-5 scale)	85%	86%	84%	86%

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Number of monthly customer sales processed	58,050	60,070	63,000	60,000
Number of short-term customers served	1,547,000	1,259,750	1,350,000	1,300,000
Number of parking meter service activities completed	1,221	1,200	1,200	1,300
Number of parking citations issued	183,050	183,000	192,220	217,220
Number of parking citations appealed/adjudicated	10,550	10,550	9,000	9,000

# Transportation Department

Core Service: Parking Services  
City Service Area: Transportation Services

## Performance and Resource Overview (Cont'd.)

Parking Services Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
<b>Core Service Budget *</b>					
Personal Services	\$ 2,105,479	\$ 2,454,620	\$ 2,738,541	\$ 2,937,483	19.7%
Non-Personal/Equipment	4,097,487	6,019,990	6,178,762	6,668,762	10.8%
<b>Total</b>	<b>\$ 6,202,966</b>	<b>\$ 8,474,610</b>	<b>\$ 8,917,303</b>	<b>\$ 9,606,245</b>	<b>13.4%</b>
<b>Authorized Positions</b>	<b>38.00</b>	<b>39.00</b>	<b>39.00</b>	<b>43.00</b>	<b>10.3%</b>

\* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

## Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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### EFFICIENT ACCESS TO MAJOR ACTIVITY CENTERS

1. <b>Augmented Parking Enforcement for Residential Street Sweeping and New Permit Parking Zones</b>	<b>4.00</b>	<b>288,942</b>	<b>288,942</b>
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This action provides an additional 1.0 Senior Parking Control Officer and 3.0 Parking Control Officers (\$198,942) and associated non-personal/equipment expenses (\$90,000) to increase the level of parking enforcement related to residential street sweeping and new Residential Permit Parking zones. Two new Residential Permit Parking zones in the Horace Mann and South University neighborhoods, approved by the City Council in April 2002, will require additional staff to enforce the parking permit requirements in those neighborhoods. Additional parking control staff will also be needed to address the increased enforcement requirements of adding a second monthly residential street sweep and new streets that are proposed for parking restrictions during street sweeping times. (Ongoing cost: \$216,859)

#### Performance Results:

**Quality** The additional enforcement will result in 80% of the streets being rated clean in the existing and new restricted parking areas. The new positions will also ensure adequate parking enforcement in the new Residential Permit Parking zones.

# Transportation Department

Core Service: Parking Services  
City Service Area: Transportation Services

## Budget Changes By Core Service (Cont'd.)

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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### EFFICIENT ACCESS TO MAJOR ACTIVITY CENTERS (CONT'D.)

2. Rebudgets: Parking Supply Management		400,000	0
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This action rebudgets unexpended 2001-2002 funds for one-time expenses for the following projects: Valet/stack parking (\$50,000), carpool/vanpool formation (\$50,000), Eco-pass subsidy (\$100,000) and contractual services to provide additional funding for maintenance of the 4<sup>th</sup> and San Fernando Street parking garage (\$200,000). (Ongoing cost: \$0)

Performance Results: N/A (Final Budget Modification)

2002-2003 Adopted Core Service Changes Total	4.00	688,942	288,942
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## Transportation Department

### Core Service: Street Landscape Maintenance

*City Service Area: Transportation Services*

#### Core Service Purpose

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**T**o provide for the management and maintenance of street landscapes, street trees, and sidewalks in order to provide a safe and aesthetically pleasing streetscape.

#### Key Operational Services:

- |  |   |
|--|---|
| <input type="checkbox"/> <b>Manage Care of City Street Trees</b>   | <input type="checkbox"/> <b>Inspect &amp; Repair Sidewalks</b>    |
| <input type="checkbox"/> <b>Maintain Undeveloped Rights-of-Way</b> | <input type="checkbox"/> <b>Manage Special Landscape Programs</b> |
| <input type="checkbox"/> <b>Maintain Street Landscaping</b>        |   |

#### Performance and Resource Overview

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**T**he purpose of the Street Landscape Maintenance Core Service is to maintain City streetscapes in a safe and aesthetically pleasing condition. This includes median island and roadside landscapes, street trees, sidewalks, special benefit districts, undeveloped rights-of-way, and City-owned parcels. This Core Service contributes primarily to the Transportation CSA's Outcome: *"Transportation Assets/Services that Enhance Community Livability."*

#### Street Landscape Maintenance

In 1998, Council approved a 10-year Landscape Master Plan to improve the appearance of existing street landscapes by providing a higher level of maintenance and replacement of lost plant material. Plant replacement, which includes the renovation of old landscapes, is funded through the Traffic Capital Improvement Program (CIP). To date, 10.8 acres of median island landscapes have been replanted. The Adopted 2002-2003 Traffic Capital Budget includes funding to replant another two acres of median island landscapes.

A slight reduction to the Street Landscape Maintenance Program budget has been approved in response to current economic conditions. Every effort will be made to ensure this reduction does not adversely impact performance.

#### Street Tree Maintenance

The 2000-2001 rating of healthy street trees was 46%. The projection for 2001-2002 is 50% - an 8.6% improvement due in part to the positive impact of the new structural pruning program implemented in 2001-2002. The 2001-2002 budget also provided funds to continue providing free

# **Transportation Department**

## **Core Service: Street Landscape Maintenance**

*City Service Area: Transportation Services*

### **Performance and Resource Overview (Cont'd.)**

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#### **Street Tree Maintenance (Cont'd.)**

replacement street trees, an operating grant for the community-based organization Our City Forest, and treatment and replacement of diseased Tulip Trees which contributed to the improvement in condition.

The 2002-2003 budget includes the continuation of the structural tree pruning program. This popular and successful program addresses weak and crossing branches and dead wood throughout the tree canopy and enables the entire city to be covered on a ten-year cycle. The Department is making strides at addressing the backlog of trees that previously have only received clearance pruning of limbs within 13' of the pavement. In addition to improving the appearance of street trees with this preventive maintenance type of pruning, fewer trees will be damaged in storms, and the associated liability should decrease over time as well.

An additional \$200,000 for street tree planting in targeted neighborhoods in Strong Neighborhoods Initiative (SNI) areas has been included in the Redevelopment Agency's (RDA) adopted budget. In addition, new street tree planting in streetscapes may occur as part of traffic calming programs. The combined effect of the investment in street trees would bring a 4% increase in the percent of healthy street trees for 2002-2003.

#### **Maintain Undeveloped Rights-of-Way**

The "Maintain Undeveloped Rights-of-Way" operational service provides weed abatement on City lands, including undeveloped public rights-of-way. Current funding enables two treatments on undeveloped roadsides and medians islands, which provides for nearly weed-free roadsides and median islands. The estimated performance measure results for 2001-2002 are that 93% of unimproved rights-of-way are in good condition. Municipal Code changes now require mowing instead of the discing of weeds in order to protect burrowing owls. This change has significantly increased the cost of maintaining the properties and the amount of inspection required since mowing must be done more frequently than discing. The 2002-2003 budget will allow the operational service to maintain the target of 93% of undeveloped rights-of-way in good condition.

#### **Manage Special Landscape Programs**

The 2002-2003 budget provides funding from the RDA as well as savings in existing street sweeping programs to improve the cleanliness of the Neighborhood Business Districts. The budget also provides resources to maintain an additional twelve acres of new maintenance assessment district areas. In all of these special areas, property owners pay for enhanced services through special assessments on their property. As a result, the landscapes are developed and maintained above the standard level for areas that are maintained with General Fund money. In 2001-2002, 94% of the assessment districts are expected to be in good or better condition. The target for 2002-2003 is 95%.



# Transportation Department

## Core Service: Street Landscape Maintenance

*City Service Area: Transportation Services*

### **Performance and Resource Overview (Cont'd.)**

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#### **Inspect and Repair Sidewalks**








The 100% Sidewalk Repair Grant Program was implemented in August of 1999. Since its beginning, the program has been very popular and has helped property owners repair over 40,000 sidewalk sections. In 2001-2002, over 19,000 properties were inspected and marked for repair, of which 16,500 properties have been repaired. The tremendous volume of requests for inspections due to the success of the program is projected to result in 45% of reported damage being repaired within 120 days. The 2002-2003 program includes an additional \$500,000, programmed in the Traffic CIP, to ensure that sidewalk repair grant funding is adequate to meet demand. It is anticipated that approximately 12,500 properties will be inspected and repaired in the coming fiscal year. Although the sidewalk repair program includes additional funding for 2002-2003, the number of repairs is projected to decrease from 2001-2002 due to the remaining sidewalk damage requiring more costly repairs than the damage repaired up to this time. An additional \$1,500,000 in funding is included in the Redevelopment Agency's adopted budget for reconstruction of sidewalks/curbs and gutters in SNI neighborhoods.

# Transportation Department

## Core Service: Street Landscape Maintenance

City 76 Service Area: Transportation Services

### Performance and Resource Overview (Cont'd.)

Street Landscape Maintenance Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 % of street landscapes in good condition	80%	75%	80%	77%
 % of healthy street trees	46%	50%	50%	54%
 % of reported sidewalk damage repaired within 120 days	48%	75%	45%	75%
 % of customer tree and landscape requests completed within 14 days	87%	90%	87%	90%
 Street Landscape Cost to Budget Ratio	1.00	1.00	0.98	1.00
 % of unimproved rights-of-way rated in good condition (4 or better on a 1-5 scale)	91%	93%	93%	93%
 % of customers rating services good or better based upon timeliness and thoroughness (4 or better on a 1-5 scale)	87%	90%	87%	90%

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Acres of General Fund maintained street landscapes	182	190	187	193
Number of street trees pruned (of 250,000 total)	21,500	21,000	20,000	21,000
Number of street trees emergency responses	2,080	1,700	1,800	1,700
Number of street trees removed	1,430	1,200	1,300	1,200
Number of sidewalk repairs completed	16,693	12,500	16,500	12,500
Acres/districts of Special District maintained street landscapes	180/14	180/14	229/16	250/18

# Transportation Department

## Core Service: Street Landscape Maintenance

*City Service Area: Transportation Services*

### Performance and Resource Overview (Cont'd.)

Street Landscape Maintenance Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
<b>Core Service Budget *</b>					
Personal Services	\$ 4,446,186	\$ 4,836,236	\$ 5,328,983	\$ 5,306,891	9.7%
Non-Personal/Equipment	5,180,779	6,596,996	6,724,223	6,783,223	2.8%
<b>Total</b>	<b>\$ 9,626,965</b>	<b>\$ 11,433,232</b>	<b>\$ 12,053,206</b>	<b>\$ 12,090,114</b>	<b>5.7%</b>
<b>Authorized Positions</b>	<b>72.20</b>	<b>72.20</b>	<b>72.65</b>	<b>72.30</b>	<b>0.1%</b>

\* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

# Transportation Department

## Core Service: Street Landscape Maintenance

*City Service Area: Transportation Services*

### Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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#### TRANSPORTATION ASSETS/SERVICES THAT ENHANCE COMMUNITY LIVABILITY

**1. Efficiency Savings in Street Landscape Maintenance (125,000) (125,000)**

Through performing some contractual landscaping in-house, proactive management of purchase orders, and increased efficiencies in the landscape maintenance operations, the Department will reduce its non-personal/equipment budget for Street Landscape Maintenance on an ongoing basis. (Ongoing savings: \$125,000)

**Performance Results:**

Department of Transportation staff will make every effort to ensure that the reduction will have minimal impact to service levels.

**2. Changes in Vehicle Maintenance Staffing Levels (116,000) (116,000)**

This action results from an increase in the vacancy factor for General Services vehicle maintenance staffing, generating savings of \$116,000 in the Department of Transportation, and reflects a likely downsizing of the fleet resulting from an audit currently in progress of the vehicle program. General Services will mitigate the reduction by managing its vacancies and determining which vacancies are critical to be filled, redeploying resources to key positions and reducing or eliminating less critical services. (Ongoing savings: \$116,000)

**Performance Results:**

**Cycle Time** If the fleet is not downsized, reductions in the Fleet staffing level will cause cycle times for preventive maintenance and minor repairs to increase. Service levels and availability of fleet will remain the same for emergency vehicles.

**3. Transfer Fire Hydrant Maintenance to Water Service Providers (0.35) (22,092) (22,092)**

This action reallocates the General Fund portion of a Secretary (0.35 FTE) position related to Fire Hydrant Maintenance to the Storm Sewer Operating and Sewer Service and Use Charge Funds. The portion of the position also moves from the Street Landscape Maintenance Core Service to the Storm Sewer Management and Sanitary Sewer Maintenance Core Services. This reallocation will better align the position with the anticipated work to be performed upon transfer of fire hydrant maintenance to water service providers as fully discussed under the Storm Sewer Management Core Service. (Ongoing savings: \$22,092)

**Performance Results:**

This action will have no effect on current service levels.

# Transportation Department

## Core Service: Street Landscape Maintenance

*City Service Area: Transportation Services*

### Budget Changes By Core Service (Cont'd.)

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
<b>TRANSPORTATION ASSETS/SERV. THAT ENHANCE COMMUNITY LIVABILITY (CONT'D.)</b>			
4. Improve Cleanliness of Neighborhood Business Districts		300,000	300,000
<p>This action leverages \$300,000 of Redevelopment Agency funding with savings from other street sweeping programs to improve the appearance of the streets and sidewalks in Neighborhood Business Districts. The services provided will include weekly street sweeping, weekly litter removal from sidewalks, garbage can service as needed, and quarterly sidewalk washing in areas with high pedestrian usage. (Ongoing cost: \$300,000)</p>			
<b>Performance Results:</b>			
<p><b>Quality</b> The long-term program goal is to have 90% satisfaction ratings of the service by business owners and 90% of Neighborhood Business Districts receiving a good or better inspection/condition rating. First year targets will be developed after an initial rating of the districts' current condition.</p>			
2002-2003 Adopted Core Service Changes Total	(0.35)	36,908	36,908

# Transportation Department

## Core Service: Pavement Maintenance *City Service Area: Transportation Services*

### Core Service Purpose

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**T**o maintain and repair the street network pavement to allow for optimum street service life and the safe and efficient travel of the motoring public.

#### Key Operational Service:

- ☐ **Maintain Street Pavement**

### Performance and Resource Overview

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**T**he Pavement Maintenance Core Service's long-term goal is to maintain at least 97% of the street pavement surfaces in a fair to excellent condition. This core service contributes primarily to the Transportation City Service Area (CSA) Outcome: "*Viable Choices in Travel Modes*" and the 97% goal is in alignment with the CSA's strategic goal: "Preserve City Transportation Assets". The service is now in the sixth year of a 10-year recovery program adopted by the City Council to address the deteriorated condition of the City's residential streets and major and minor arterial network.

The results of the first six years of the recovery have been encouraging as maintenance backlogs have decreased and the condition of street pavement surfaces has improved. At the end of 2001-2002, 94% of streets are in fair to excellent condition as compared to 84% before the recovery strategy was initiated.

#### 2001-2002 Services

By the end of 2001-2002, the Pavement Maintenance Core Service will have completed 306 miles of preventive maintenance. Included in this work is 169 miles of chip sealing, 67 miles of slurry sealing, 57 miles of contractual/in-house resurfacing, and 13 miles of paver-placed surface sealing. The program has been very successful in implementing accelerated maintenance in Strong Neighborhoods Initiative (SNI) areas. As part of the 306 miles of completed maintenance, 62 miles of chip seal, and 17 miles of resurfacing will be completed in SNI areas.

While \$1 million was provided in 2001-2002 for street reconstruction and rehabilitation and alley restoration, substantial unfunded needs still exist in these categories as streets continue to deteriorate.

# **Transportation Department**

## **Core Service: Pavement Maintenance** *City Service Area: Transportation Services*

### **Performance and Resource Overview (Cont'd.)**

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#### **Long Term Funding Shortfall**

Through continuous improvement efforts, customer service and the quality and quantity of work have improved, with only a small increase in staff. However, these improvements have been made by relying extensively on one-time funds, which have contributed nearly half of the pavement maintenance work in recent years. While using one-time funds has been effective in the short-term, it is not a viable long-term funding strategy. The level of one-time funds has fallen significantly, from \$20.43 million in 2001-2002 to a programmed \$6.76 million in 2002-2003. Future funding sources will need to be identified if improvements in road conditions are to continue. A more complete discussion of this issue is presented in the Adopted 2002-2003 Capital Budget/2003-2007 Capital Improvement Program document.

Staff is committed to reduce the need for additional funds through innovation, such as the paver-placed surface seal, which provides a lower cost alternative to standard resurfacing. In addition, a one-mile in-place pavement recycling treatment on Monterey Road will be used as a pilot project in 2002-2003 to explore new methods of major street maintenance.

#### **2002-2003 Services**

The City uses various methods to enhance the rideability of its streets and to ensure the longest useful life of the pavement. These methods include chip sealing for neighborhood streets, slurry sealing for collector and arterial streets, resurfacing for deteriorated streets, and localized repairs for potholes and larger pavement failures. The 2002-2003 budget level of funding and the delay of the street recovery program are not anticipated to have a significant impact in the short term. It is projected that in 2002-2003 there will be a reduction of only 2% in the percentage of surfaces rated in fair to excellent condition (from 94% to 92%). A longer-term strategy will need to be developed for Council consideration in 2002-2003.

In order to save General Fund resources in 2002-2003, the elimination of \$250,000 in contractual crack sealing costs will take place and the work will be performed in-house with no anticipated changes in existing service levels.





#### **Customer Service**

In order to improve customer service, the Department of Transportation has emphasized reducing response times to complaints. Small potholes and safety related projects are responded to immediately, with a goal of completing 90% of repairs by the end of the next business day. Larger pavement failures are typically scheduled for repair with a goal to complete 90% of repairs within 30 days. In 2001-2002, 86% of corrective maintenance activities will be completed within established guidelines. Funding levels for 2002-2003 will enable the Department to achieve an 87% cycle time target for corrective roadway repairs.

# Transportation Department

## Core Service: Pavement Maintenance City Service Area: Transportation Services

### Performance and Resource Overview (Cont'd.)

Pavement Maintenance Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 % of pavement surfaces rated in acceptable condition (50 or greater on a 1-100 scale)	93%	93%	94%	92%
 Pavement Maintenance Cost to Budget Ratio	1.00	1.00	0.98	1.00
 % of corrective pavement repairs completed within one day (priority) and 30 days (non-priority)	80%	87%	86%	87%
 % of customers rating services good or better based upon thoroughness and courtesy (4 or greater on a 1-5 scale)	75%	79%	73%	79%

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Miles of paved roadway to maintain	2,290	2,292	2,292	2,294
Miles of chip seal completed*	93	172	169	88
Miles of chip seal prepped*	162	128	88	95
Miles of slurry seal completed	8	94	67	60
Miles of street resurfacing completed	43	71	70	19
Number of priority service requests (potholes) completed	2,084	2,475	1,600	1,800
Number of scheduled service requests (large pavement repairs) completed	1,083	1,310	1,222	1,300
Average sealing maintenance cost per mile of street (includes preparation work)	\$64,000	\$65,000	\$63,400	\$65,000

- \* Miles of chip seal completed is reflected with two indicators. The first represents the amount of chip seal application completed in the summer and the second represents the amount of preparation work for chip seal application the following summer.



# Transportation Department

## Core Service: Pavement Maintenance

*City Service Area: Transportation Services*

### Performance and Resource Overview (Cont'd.)

Pavement Maintenance Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
<b>Core Service Budget *</b>					
Personal Services	\$ 4,168,046	\$ 4,670,451	\$ 5,026,406	\$ 4,991,797	6.9%
Non-Personal/Equipment	3,375,885	2,713,585	2,641,788	2,344,788	(13.6%)
<b>Total</b>	<b>\$ 7,543,931</b>	<b>\$ 7,384,036</b>	<b>\$ 7,668,194</b>	<b>\$ 7,336,585</b>	<b>(0.6%)</b>
<b>Authorized Positions</b>	<b>70.35</b>	<b>70.35</b>	<b>70.70</b>	<b>70.35</b>	<b>0.0%</b>

\* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

# Transportation Department

## Core Service: Pavement Maintenance

*City Service Area: Transportation Services*

### Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
<b>VIABLE CHOICES IN TRAVEL MODES</b>			
1. Perform Pavement Crack Sealing with City Crews		(250,000)	(250,000)
<p>This action eliminates contractual services for pavement crack sealing and moves the operation in-house to be performed by existing pavement maintenance crews, generating a \$250,000 savings in the General Fund. The pavement program will be smaller in 2002-2003, allowing more time for staff to perform the crack sealing service in-house. (Ongoing savings: \$250,000)</p>			
<b>Performance Results:</b> This action will have no effect on current service levels.			
2. Mobile Fueling Contractual Services		(47,000)	(47,000)
<p>Contractual services related to mobile fueling will be reduced in the General Services Department. Savings to the Department of Transportation will total \$47,000. After hours fueling will continue to be provided by General Services staff that will be redeployed. (Ongoing savings: \$47,000)</p>			
<b>Performance Results:</b> <b>Cycle Time</b> Redeployment of General Services staff may cause cycle times to increase for preventive maintenance and minor repairs of the fleet. The impact may be mitigated by the downsizing of the fleet resulting from an audit currently in progress.			
3. Transfer Fire Hydrant Maintenance to Water Service Providers	(0.35)	(34,609)	(34,609)
<p>This action reallocates the General Fund portion of a Senior Analyst position (0.35 FTE) related to Fire Hydrant Maintenance to the Storm Sewer Operating and Sewer Service and Use Charge Funds. The portion of the position also moves from the Pavement Maintenance Core Service to the Storm Sewer Management and Sanitary Sewer Maintenance Core Services. This reallocation will better align the position with the anticipated work to be performed upon transfer of fire hydrant maintenance to water service providers as fully discussed under the Storm Sewer Management Core Service. (Ongoing savings: \$34,609)</p>			
<b>Performance Results:</b> This action will have no effect on current service levels.			
2002-2003 Adopted Core Service Changes Total	(0.35)	(331,609)	(331,609)

## Transportation Department

### Core Service: Sanitary Sewer Maintenance

*City Service Area: Environmental and Utility Services*

### Core Service Purpose

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**T**o provide timely and effective cleaning and repair of the sanitary sewer collection system to ensure uninterrupted sewage flow to the Water Pollution Control Plant.

#### Key Operational Service:

- ☐ **Maintain Sanitary Sewer System**

### Performance and Resource Overview

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**T**he Sanitary Sewer Maintenance Core Service's primary goal is to ensure proper sanitary sewage flow while minimizing blockages and other system malfunctions that may have significant health or property damage impacts. The core service includes all maintenance and operational activities necessary to sustain the 2,130-mile collection system. This Core Service contributes primarily to the Environmental and Utility Services City Service Area Outcome: *"Reliable Utility Infrastructure."*

Sanitary Sewer Maintenance has consistently performed well over the years. The percentage of sewer line segments that do not become obstructed each year remains high, with 98% of line segments estimated to remain clear in 2001-2002. The department's ability to respond to these system obstructions within four hours remains high at 90%.

In 2001-2002, an additional sanitary sewer repair crew was approved to address the backlog of sewer repairs and reduce the response time to lateral repairs and cleanouts. By the end of 2001-2002, the cycle time measure is estimated to improve 23 percentage points to 75%. The 2002-2003 budget includes a rebudget for two utility trucks that were not purchased in 2001-2002. One utility truck will be used for the new sanitary sewer repair crew. The other truck is for a new concrete repair crew also added for 2001-2002.

The estimated number of sanitary sewer main line stoppages to be cleared for 2001-2002 is 842. Although below the forecast of 1,000, this figure is above the estimate provided to Council earlier in the year. That estimate was developed using what turned out to be an unusually low number of stoppages in the first and second quarters that was subsequently offset by an unanticipated increase in the number of stoppages in the third and fourth quarters. In 2002-2003, staff will continue to focus on cleaning efforts on areas highly susceptible to stoppages in order to keep the number to a minimum.

The Sanitary Sewer Maintenance staff constantly assesses system performance through flow monitoring and video inspection. Engineering staff investigates chronic blockages and unacceptable sewer odors. Mitigation measures to improve sewage flow include chemical and enzyme injection, ongoing preventive cleaning, and corrective repairs. Twelve pump stations, two soil-bed filters, and one chemical injection station are also used to improve the flow of sewage within the system. Sewer

# **Transportation Department**

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## **Core Service: Sanitary Sewer Maintenance**

*City Service Area: Environmental and Utility Services*

### **Performance and Resource Overview (Cont'd.)**

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odors are handled swiftly. Corrective measures include: cleaning the piping system, sealing off the emission holes (forcing foul air to flow through biofilters for treatment), and using ferrous chloride to reduce odor-causing sulfides. Caustic soda is also used as a preventative measure during hot summer weather to prevent odors.

System deficiencies are constantly monitored and addressed when necessary. Major repairs or rehabilitation are referred to the capital program administered by Public Works. Over the next several years, ground water infiltration and inflow into sewer lines are being addressed with a program to identify and seal pipes in high impact areas. The effort is a joint project with the Environmental Services Department as a way to minimize unnecessary flow to the Water Pollution Control Plant.

#### **Performance Measure Development**






The performance measure “% of in-house repairs completed within established time guidelines (Laterals – 15 working days; Mains – 20 working days)” has been changed for 2001-2002 to “% of in-house repairs completed within established time guidelines: (Class A – 20 days; usage is available, but at less than full capacity. Class B – 35 days; usage is available at full capacity).” The new Class A/B division provides for a better prioritization strategy than the current laterals/mains division. The repairs that mean the most to customers (Class A) would be given a higher priority.

Because the measure has been changed for 2001-2002, actuals are not available for the prior year. The 2001-2002 target has not been modified, however, and data was collected during the year. The 2001-2002 estimate for the new measure is 85%.

# Transportation Department

## Core Service: Sanitary Sewer Maintenance City Service Area: Environmental and Utility Services

### Performance and Resource Overview (Cont'd.)

Sanitary Sewer Maintenance Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 % of sewer line segments without obstruction	98%	98%	98%	98%
 Sanitary Sewer Cost to Budget Ratio	1.00	1.00	0.98	1.00
 % of blockages cleared within 4 hours of notification	91%	92%	90%	92%
 % of in-house repairs completed within established time guidelines: (Class A - 20 days; usage available, but less than full capacity Class B - 35 days; usage available, and at full capacity)	N/A	75%	85%	86%
 % of customers rating services good or better based upon timeliness and effectiveness (rating of 4 or greater on a 1 - 5 scale)	97%	93%	94%	95%

\* Performance measure changed for 2002-2003

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Miles/number of sewer line segments	2,128/45,150	2,130/45,180	2,130/45,180	2,132/45,210
Miles of sanitary sewer lines cleaned	419	450	450	425
Number of sanitary sewer main line stoppages cleared	832	1,000	842	850
Miles of sanitary sewer lines inspected by video	46	50	34	40

Sanitary Sewer Maintenance Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
<b>Core Service Budget *</b>					
Personal Services	\$ 5,779,951	\$ 5,835,614	\$ 6,393,240	\$ 6,393,899	9.6%
Non-Personal/Equipment	2,567,174	2,987,845	2,305,986	2,540,986	(15.0%)
<b>Total</b>	<b>\$ 8,347,125</b>	<b>\$ 8,823,459</b>	<b>\$ 8,699,226</b>	<b>\$ 8,934,885</b>	<b>1.3%</b>
 <b>Authorized Positions</b>	 86.95	 90.95	 90.60	 89.95	 (1.1%)

\* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

# Transportation Department

**Core Service: Sanitary Sewer Maintenance**  
*City Service Area: Environmental and Utility Services*

## Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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1. Transfer Fire Hydrant Maintenance to Water Service Providers	(0.65)	659	0
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This action deletes portions of two Maintenance Worker I positions (1.45 FTE) funded by the Sewer Service and Use Fund related to Fire Hydrant Maintenance and reallocates the General Fund portions of a Maintenance Superintendent (0.2 FTE), a Division Manager (0.15 FTE), a Secretary (0.2 FTE), and a Senior Analyst (0.25 FTE) to the Sewer Service and Use Charge Fund. The reallocated portions also move from various other core services into the Sanitary Sewer Maintenance Core Service. This reallocation will better align the positions with the anticipated work to be performed upon transfer of fire hydrant maintenance to water service providers as fully discussed under the Storm Sewer Management Core Service. (Ongoing cost: \$659)

**Performance Results:**

This action will have no effect on current service levels.

2. Rebudget: Utility Trucks and Sanitary Sewer Pumps		235,000	0
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This action rebudgets unexpended 2001-2002 funds for two utility trucks that were not purchased for a new sanitary sewer repair crew (\$100,000) and a new concrete repair crew (\$50,000) that were added for 2001-2002, and three pumps (\$85,000) for the Lamplighter sanitary sewer pump station that are in poor repair and close to failing. (Ongoing cost: \$0)

**Performance Results:** N/A (Final Budget Modification)

2002-2003 Adopted Core Service Changes Total	(0.65)	235,659	0
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## Transportation Department

**Core Service: Storm Sewer Management**  
*City Service Area: Environmental and Utility Services*

### Core Service Purpose

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**T**o maintain and operate the storm sewer system in a way that ensures proper flow and is environmentally sensitive to the regional water tributary system and to the South San Francisco Bay.

#### Key Operational Services:

- |   |   |
|---|---|
| <input type="checkbox"/> <b>Maintain Storm Sewer System</b> | <input type="checkbox"/> <b>Manage Non-Point Source Pollution Control</b> |
| <input type="checkbox"/> <b>Provide Street Sanitation</b>   |   |

### Performance and Resource Overview

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**S**torm Sewer Management includes preventive cleaning of the storm sewer system at chronic problem points as well as timely responses to storm emergency needs. Inspection, cleaning, and repair of storm sewer inlets, outfalls, pump stations, and retention basins help to prepare for each storm season and are necessary to meet non-point source pollution control objectives. In 2001-2002, an estimated 98% of the storm sewer system will be obstruction free. This core service contributes primarily to the Environmental and Utilities City Service Area Outcome: *"Reliable Utility Infrastructure."*

Most of the above-mentioned services are funded through the Storm Sewer Operating Fund. Elsewhere in this document there is described a multi-year rate increase strategy necessary to provide sufficient revenues for applicable capital, operational, and maintenance needs. Leading up to the rate increase, current operations in all storm-funded activities have been analyzed in an attempt to identify all possible efficiency and effectiveness improvements.

#### Street Sanitation

The major focus of street sanitation is the removal of debris from public streets for both aesthetic and non-point source pollution prevention purposes. The Department of Transportation administers three street sweeping efforts. The largest is contractual residential street sweeping which provides 2,965 curb miles of sweeping each month. Street sweeping is coordinated to respond to residual debris left from residential yard waste pickup. Commencing in July 2002, the frequency of residential street sweeping will increase from once to twice monthly. Historically, the funding for street sweeping has been included in the Department of Transportation's budget. Beginning in 2002-2003, the expenses will be carried by the Environmental Services Department.

To further meet the increasing public demand for improved street cleanliness, additional resources were approved in the 2002-2003 budget to provide for additional miles of streets that will prohibit parking during street sweeping times. It is anticipated that the addition of the second

# **Transportation Department**

## **Core Service: Storm Sewer Management**

*City Service Area: Environmental and Utility Services*

### **Performance and Resource Overview (Cont'd.)**

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#### **Street Sanitation (Cont'd.)**

monthly residential street sweep, new areas that prohibit parking during street sweeping times, and enhanced parking enforcement (which has been included in the Parking Services Core Service) will improve the percentage of streets rated clean to 75%. Customer satisfaction with sweeping is also expected to increase to 80%.

In addition to the residential street sweeping program, each month, 2,350 curb miles of arterials and streets with bike lanes are swept using in-house staff. In addition, a separate contractual service sweeps 36 curb miles of Central Business District streets. Another part of street sanitation services is the timely elimination of debris in the public right-of-way resulting from accidents, hazardous spills, and illegal dumping. A major ongoing effort is the assimilation and application of uniform performance measures in all of the street sanitation elements. The result of evaluating performance on the same basis for all street sweeping efforts affords the opportunity to make improvements in all three areas. During 2001-2002, staff provided guidelines to multi-family dwelling (MFD) managers and property owners to help them align the MFD street sweeping services with the garbage, recycling, and yard trimmings services provided through the Recycle Plus Program. The information is intended to help prevent scheduling conflicts between street sweeping and Recycle Plus services for the vast majority of MFD residents.

This year's performance is below targets because staff expected a more substantial increase in the quality of the street sweeping contractor's performance as a reaction to stricter rating criteria for good performance instituted in 2001-2002. It was expected that the contractors would enhance their performance to meet the stricter criteria; however, the quality of the work did not improve as anticipated. Staff will continue to work with the contractors to improve their performance although the improvement will be more gradual than originally expected. Additionally, with the increased public interest in the street sweeping program generated by the Strong Neighborhoods Initiative, staff expected greater cooperation from residents in observing parking restrictions on sweep days that did not materialize.

#### **Non-Point Source Pollution**

The Department of Transportation works closely with the Environmental Services Department to ensure compliance with the City's Urban Run-off Management Plan and the National Pollutant Discharge Elimination System (NPDES) permit that allows the City to discharge water into South San Francisco Bay. Services that collect pollutants before they reach the waterways, such as preventing service yard pollutants from entering the storm system, are a focus. Additionally, the Department of Transportation will be working with the Environmental Services Department to provide training for applicable Best Management Practices for City maintenance activities.

Due to a second consecutive mild rainy season this past winter, the occurrences and severity of storm sewer blockages was lower than expected. This enabled the Department to temporarily adjust



# **Transportation Department**

**Core Service: Storm Sewer Management**  
*City Service Area: Environmental and Utility services*

## **Performance and Resource Overview (Cont'd.)**

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### **Non-Point Source Pollution (Cont'd.)**

its priorities to focus on other activities such as pavement and sanitary sewer maintenance. Because of this shift of priorities, the Department fell short of its timeliness measure target of 81% of storm sewer inlet blockages cleared within 24 hours, reaching only 60%. The effects of the drop were minimal, however, because of the mild winter. Most reported blockages were not full blockages; they were partial blockages causing slow drainage. Because it was a mild winter with very few sustained storms, most storm sewer inlets that were reported as blocked were able to drain on their own by the time staff had arrived. Relatively dry conditions are not expected to persist next winter, and the Department anticipates returning to its regular priority schedule. The Department will continue to evaluate the performance measures to ensure their meaningfulness to both the Department and its customers.

In an attempt to streamline work conducted in waterways under Santa Clara Valley Water District jurisdiction, a Master Maintenance Permit between the City and the District is being pursued. It is anticipated that a master permit will allow for the City to be more responsive to non-point source pollution prevention and flood mitigation needs.






### **Fire Hydrants**

The City has historically provided preventive and responsive maintenance of fire hydrants within the city limits. Maintenance is provided on a nine-year cycle with timely response to emergency knockdowns. Beginning in 2002-2003, the responsibility of fire hydrant maintenance will be shifted to water service providers for San Jose. At this time the details of ownership and responsibility for the maintenance of the fire hydrants is still being negotiated. Overall, however, this action will save the General Fund approximately \$520,000 annually.

# Transportation Department

## Core Service: Storm Sewer Management City Service Area: Environmental and Utility Services

### Performance and Resource Overview (Cont'd.)

Storm Sewer Management Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 % of storm sewer inlets without obstruction	98%	98%	98%	98%
 % of streets rated clean (4 or greater on a 1 - 5 scale)	60%	87%	60%	75%
 Storm Sewer Management Cost to Budget Ratio	1.00	1.00	1.00	1.00
 % of storm sewer inlet blockages cleared within 24 hours	55%	81%	60%	70%
 % of customers rating street sweeping services good or better based upon effectiveness and satisfaction with street appearance (4 or greater on a 1 - 5 scale)	70%	75%	67%	80%

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Miles/number of storm sewer segments	906/23,690	907/23,710	907/23,710	908/23,800
Number of storm sewer inlets	25,250	25,260	25,260	25,500
Number of storm sewer inlet stoppages identified and cleared	484	800	650	800
Number of residential curb miles swept	35,591	37,000	35,900	71,740
Number of roadway debris removals	4,808	4,700	4,850	4,900
Thousands of tons of sweeping debris collected	8.53	9.20	9.50	12.30
Number of fire hydrants repaired or replaced	485	450	259	0*
Number of preventive maintenance procedures performed on fire hydrants	1,607	1,600	1,140	0*

\* Fire hydrant maintenance will be transferred in 2002-2003 to water service providers for San Jose.

# Transportation Department

## Core Service: Storm Sewer Management

*City Service Area: Environmental and Utility Services*

### Performance and Resource Overview (Cont'd.)

	2000-2001	2001-2002	2002-2003	2002-2003	%
Storm Sewer Management	Actual	Adopted	Forecast	Adopted	Change
Resource Summary	1	2	3	4	(2 to 4)
<b>Core Service Budget *</b>					
Personal Services	\$ 3,994,753	\$ 3,676,214	\$ 4,155,845	\$ 3,910,671	6.4%
Non-Personal/Equipment	3,330,774	3,833,861	2,142,858	2,262,858	(41.0%)
<b>Total</b>	<b>\$ 7,325,527</b>	<b>\$ 7,510,075</b>	<b>\$ 6,298,703</b>	<b>\$ 6,173,529</b>	<b>(17.8%)</b>
<b>Authorized Positions</b>	<b>54.50</b>	<b>55.50</b>	<b>55.65</b>	<b>51.20</b>	<b>(7.7%)</b>

- \* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

# Transportation Department

## Core Service: Storm Sewer Management

City Service Area: Environmental and Utility Services

### Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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#### RELIABLE UTILITY INFRASTRUCTURE

1. Transfer Fire Hydrant Maintenance to Water Service Providers	(4.45)	(420,174)	(438,637)
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This action transfers fire hydrant maintenance from the Department of Transportation, where it has historically been located, to water service providers for the City of San Jose. A total of 6.0 Maintenance Worker I and Maintenance Worker II positions will be eliminated from the Department. In the Storm Sewer Management Core Service, 4.55 Maintenance Worker I and Maintenance Worker II positions funded by the General Fund and Storm Sewer Operating Fund will be eliminated. A portion of a Maintenance Superintendent (0.2 FTE) funded by the General Fund will be moved from the Storm Sewer Management Core Service to the Sanitary Sewer Maintenance Core Service, with funding being changed to the Sewer Service and Use Fund. Portions of a Secretary (0.15 FTE), a Senior Analyst (0.1 FTE), and a Division Manager (0.05 FTE) that perform fire hydrant-related work will be reallocated from the General Fund to the Storm Sewer Operating Fund. The reallocated portions will also move from various other core services to the Storm Sewer Management Core Service. The exact details related to ownership and responsibility for maintenance of the fire hydrants is still being worked out between the City and water service providers. (Ongoing savings: \$420,174)

#### Performance Results:

This action should have no effect on current service levels.

#### TRANSPORTATION ASSETS/SERVICES THAT ENHANCE COMMUNITY LIVABILITY

2. Improve Cleanliness of Residential Streets*	295,000	0
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This action provides funding from the Integrated Waste Management Fund of \$200,000 for signage and \$95,000 for contractual services to support new restricted parking areas during street sweeping times and the addition of the second residential street sweep. (Ongoing cost: \$95,000)

#### Performance Results:

**Quality** This action will help in achieving the goal that 80% of the streets being rated clean.

- \* Although this addition has been located in the Environmental and Utility Services City Service Area (CSA), these resources contribute to the Transportation CSA outcome of Transportation Assets/Services that Enhance Community Livability.

2002-2003 Adopted Core Service Changes Total	(4.45)	(125,174)	(438,637)
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## Transportation Department

### Core Service: Transportation Operations

*City Service Area: Transportation Services*

### Core Service Purpose

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**T**o provide for the safe and efficient movement of vehicles and pedestrians by optimizing traffic flow, calming neighborhood traffic, providing traffic safety education, and installing traffic improvements.

#### Key Operational Services:

- ☐ **Optimize Arterial Traffic Conditions**
- ☐ **Promote Traffic Safety**
- ☐ **Enhance Neighborhood Traffic Conditions**

### Performance and Resource Overview

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**T**he Transportation Operations Core Service's purpose is to optimize the systems and devices necessary for the safe and efficient flow of vehicular and pedestrian traffic. This includes optimizing traffic conditions throughout the system, enhancing neighborhood traffic conditions, and promoting transportation safety. This core service contributes primarily to the Transportation City Service Area Outcomes: *"Convenient Commute to Workplace"* and *"Transportation Assets/Services that Enhance Community Livability."*

#### Optimize Arterial Traffic Conditions

In 2001-2002, City staff, in partnership with the Valley Transportation Authority, completed the Silicon Valley-Intelligent Transportation Systems (SV-ITS) Strategic Plan. The plan identified operational strategies and resource requirements for effectively managing arterial traffic flow at the regional level. Other major initiatives included developing an ITS infrastructure master plan, upgrading existing traffic control systems to comply with national standards, expanding the Neighborhood Automated Speed Compliance Program (NASCO), developing a sub-regional transportation management center (TMC) in the South Bay to support the CalTrans District 4 Oakland TMC, exploring advanced traffic management systems for transit corridors, and funding for the operations and maintenance of investments.

In addition, a full time Transportation Operations and Management Program was established in 2001-2002 to operate existing systems, manage \$12 million in grant-funded regional ITS projects, and implement regional corridors extending from Los Gatos to Fremont with traveler information systems and advance traffic control devices.

The projected percent of city arterial roadways with traffic flows at optimum efficiency in 2001-2002 is 4% below the target of 50%, which means that commuters did not experience delays on only 46% of arterials. A number of projects have been identified in 2002-2003 to address the declining performance of traffic flows on arterial roadways in the hope of bringing it to 50% at optimum efficiency.

# Transportation Department

## Core Service: Transportation Operations

*City Service Area: Transportation Services*

### **Performance and Resource Overview (Cont'd.)**

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#### **Optimize Arterial Traffic Conditions (Cont'd.)**

In 2002-2003, a grant-funded consultant agreement for a proactive signal-timing project will be executed to improve signal timing coordination in multiple jurisdiction corridors. These projects were identified to address the declining performance of traffic flows on arterial roadways. In addition, the Smart Intersection project will connect additional traffic signals to the central control system. Currently 552 intersections are connected to the central system and it is anticipated 665 intersections will be connected by March 2003. Staff secured approximately \$1.3 million in grant funds to be used in future years to facilitate the development of a regional Traffic Management Center at the new Civic Center and to improve signal timing at light rail intersections.

In 2001-2002, funding was approved in the Traffic Capital Improvement Program (CIP) to build 12 new traffic signals. Eight of these signals were to be built by contract, and four by in-house staff. Staff expected that all four of the in-house signals would be built within 12 months. However, due to underground utility conflicts at one of the planned signal locations and CalTrans encroachment permitting issues at another, only two of the twelve traffic signals, or 17%, will be completed within 12 months. The remaining 10 signals will be completed within the next three to nine months. In 2002-2003, funding for 12 new signals has been programmed in the adopted Traffic CIP. In-house staff will be constructing three of the twelve approved signals, and barring complications, all three should be completed within 12 months.

#### **Enhance Neighborhood Traffic Conditions**

In 2001-2002, staffing for the Traffic Calming program was augmented, and improvements were made in the timeliness of responding to concerns raised by neighborhoods and installation of appropriate traffic calming measures. The 2001-2002 year-end estimate is that 64% of basic and comprehensive concerns will be addressed within time guidelines. The target for 2002-2003 will be increased to 66%. It is projected that 77% of all customers surveyed (schools, police, crossing guards, and committee members) will rate the overall services provided at good or better based upon timeliness, added safety, and satisfaction with the outcome of a concern. A Civil Engineer has been added for 2002-2003 with Redevelopment Agency funding to provide additional resources to respond to traffic calming issues in Strong Neighborhoods Initiative areas.

In 2001-2002, the NASCOP program was expanded, and 135 neighborhood streets received active enforcement to help reduce the occurrence of speeding cars. In addition, three new radar trailers were purchased, bringing the total number up to seven used to reduce speeding in neighborhoods and around schools. In 2002-2003, the Department anticipates increasing the total number of streets receiving NASCOP enforcement to 150.

# **Transportation Department**

## **Core Service: Transportation Operations**

*City Service Area: Transportation Services*

### **Performance and Resource Overview (Cont'd.)**

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#### **Enhance Neighborhood Traffic Conditions (Cont'd.)**

The first edition of the Traffic Calming Tool Kit was developed in 2001-2002. The tool kit is a useful resource for providing community leaders a step-by-step process on how to receive the benefits of San Jose's Traffic Calming program. The tool kit contains information about the program, and the various types of traffic calming measures along with a description of the pros and cons of each measure. The kit also assists neighborhood participants in the decision making process by discussing the effects of implementation of measures, and graphical renderings of traffic calming measures.

#### **Promote Transportation Safety**

The first phase of the School Access Enhancement Study was initiated in 2001-2002 to improve pedestrian and vehicular safety at 42 elementary and middle schools. Recommendations will be completed by the middle of 2002-2003 and will be comprehensively centered on education, engineering, and enforcement measures. The study will be closely coordinated with the appropriate school districts.

The improved Stop Sign policy criteria for installation of stop signs has resulted in greater opportunities for installations, specifically at locations with high pedestrian and bicycle activity, and at locations near schools. Similarly, in 2001-2002 the guidelines for installation of crosswalks were updated to provide greater opportunities for installations at uncontrolled intersections. The new guidelines also incorporate conditions that may indicate if a crosswalk should be installed as a 'high visibility' crosswalk.

As part of the State of California's Safe Route to School Grant program, the City of San Jose received \$450,000 to install upright crosswalks at ten schools that have posted speed limits in excess of 35 mph. The City also received a \$127,800 grant to purchase and install 20 radar speed display signs at another ten schools. Implementation of both of these projects will occur in 2002-2003 with the goal of enhancing pedestrian conditions near these schools.







In 2001-2002, an agreement for development and implementation of a Public Education and Awareness Campaign was initiated using Traffic Calming Funds. The implementation will commence in 2002-2003. The 2002-2003 capital budget includes \$600,000 to continue the campaign. The goal is to positively change motorist and pedestrian behavior, with a focus on safety in neighborhoods and near schools.

# Transportation Department

## Core Service: Transportation Operations

*City Service Area: Transportation Services*

### Performance and Resource Overview (Cont'd.)

Transportation Operations Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 % of city arterials with traffic flows at optimum efficiency *	49%	50%	46%	50%
 % of transportation system with appropriate traffic controls installed	82%	83%	83%	83%
 Transportation Operations Cost to Budget Ratio	1.00	1.00	0.98	1.00
 % of traffic signals installed within 12 months of funding approval	23%	31%	17%**	25%
 % of signs and markings installed within 21 days from initial study request	63%	60%	64%	66%
 % of customers rating services good or better based upon timeliness, added safety, and satisfaction with solution	76%	80%	77%	80%

\* The drop is a result of Underground Utility conflicts and CalTrans permit delays.

\*\* Because only 4 intersections are installed each year, each project has a significant impact on overall performance.

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Number of traffic congestion complaints	833	660	825	850
Number of traffic signals and modifications designed	95	90	60*	70
Number of traffic studies completed and implemented	820	1,200	1,750	1,750
Number of safety improvement studies and installations	92	140	135	150
Number of school safety education presentations conducted	44	80	80	80
Number of special events managed	171	170	172	170

\* Traffic Signal Construction and Modification is down due to declining Developer activity related to current economic conditions.



# Transportation Department

## Core Service: Transportation Operations

*City Service Area: Transportation Services*

### Performance and Resource Overview (Cont'd.)

Transportation Operations Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
<b>Core Service Budget *</b>					
Personal Services	\$ 5,177,792	\$ 6,411,723	\$ 7,176,393	\$ 7,247,949	13.0%
Non-Personal/Equipment	4,157,544	4,670,279	5,387,751	5,387,751	15.4%
<b>Total</b>	<b>\$ 9,335,336</b>	<b>\$ 11,082,002</b>	<b>\$ 12,564,144</b>	<b>\$ 12,635,700</b>	<b>14.0%</b>
<b>Authorized Positions</b>	<b>72.60</b>	<b>86.60</b>	<b>84.50</b>	<b>85.50</b>	<b>(1.3%)</b>

- \* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

## Transportation Department

### Core Service: Transportation Operations

*City Service Area: Transportation Services*

### Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
<b>TRANSPORTATION ASSETS/SERVICES THAT ENHANCE COMMUNITY LIVING</b>			
1. Traffic Calming Support for Strong Neighborhoods Initiative Areas	1.00	71,556	0
<p>This action adds a Civil Engineer position to provide support for the many traffic calming-related activities in Strong Neighborhoods Initiative areas, funded by the Redevelopment Agency. The engineer will coordinate the development and evaluation of neighborhood action plans in addition to the implementation of traffic calming projects. (Ongoing cost: \$71,556)</p> <p><b>Performance Results:</b> <b>Quality</b> The Civil Engineer position will increase the quality of City participation at SNI community meetings. <b>Cycle Time</b> The amount of time needed to develop and implement traffic calming projects will be minimized.</p>			
<b>2002-2003 Adopted Core Service Changes Total</b>	<b>1.00</b>	<b>71,556</b>	<b>0</b>

# Transportation Department

Core Service: Traffic Maintenance  
City Service Area: Transportation Services

## Core Service Purpose

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**T**o ensure the proper operation of the City's traffic devices and streetlights by providing maintenance and repair of traffic signals, streetlights, traffic safety devices, signs, and roadway markings.

### Key Operational Services:

☐ Maintain Traffic Devices

☐ Maintain Streetlight System

## Performance and Resource Overview

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**T**he Traffic Maintenance Core Service provides critical around-the-clock public safety services to the motoring public and pedestrians. The four maintenance sections: traffic signals, traffic signs, roadway markings, and streetlighting are responsible for installing new devices, providing preventive and corrective maintenance, and emergency repairs to all devices in a timely and effective manner. This core service contributes primarily to the Transportation City Service Area Outcome: *"Convenient Commute to Workplace"* and *"Transportation Assets/Services that Enhance Community Livability."*

Given the current economic conditions as well as the number of vacancies, the adopted 2002-2003 budget includes eliminating an Electrician position and reducing non-personal resources. The impacts from these reductions will be minimized by flexibly utilizing staff and establishing spending priorities that align with critical maintenance activities.

### Maintain Traffic Devices

This service involves all work performed on approximately 800 traffic signals, the City's Intelligent Transportation System (ITS), about 98,000 traffic and street name signs, thousands of safety devices, and over 12 million square feet of roadway and curb markings. Crews are assigned to regular, swing, and graveyard shifts on regular workdays and are on call 24-hours a day over weekends and holidays.

In 2001-2002, the Sign Maintenance Section continued a preventive maintenance program and is projected to proactively replace 7,500 badly faded signs. The benefits of this program have equated to safer streets and an improvement in the team's ability to respond to corrective maintenance requests. The sign maintenance team will complete 92% of service requests within a desired seven-day time frame, and the percentage of traffic and street name signs meeting visibility and operational guidelines will be 82%, which would exceed the target by 8%. In 2002-2003, the Sign Maintenance Section will proactively replace 5,000 traffic signs and maintain the goal of 90% of service requests completed within the desired seven days. Additionally, 84% of signs should meet visibility and operational guidelines.

# **Transportation Department**

## **Core Service: Traffic Maintenance**

*City Service Area: Transportation Services*

### **Performance and Resource Overview (Cont'd.)**

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#### **Maintain Traffic Devices (Cont'd.)**

In June 2001, the Roadway Markings Team completed the third and last year of an in-house agreement for markings services as part of the City's Managed Competition Pilot Project. The overall results of the team's effort were very favorable, saving \$115,000 and exceeding goals in almost every key performance area. In 2001-2002, the team continued its focus toward long-term excellent performance by repainting over 2.5 million square feet of roadway striping and markings, completing 99% of service requests within a desired 7-day timeframe and installing over 94% of new devices within a desired 21-day timeframe. In 2002-2003, the Roadway Markings Team will concentrate their efforts on reaching equal preventive maintenance targets in roadway striping, legends, messages, and curbs.

The Traffic Signal Maintenance Section developed and implemented a newly-funded program to maintain the City's Intelligent Transportation Systems in 2001-2002. The newly-formed team received specialized fiber optics and communications training, purchased specialized maintenance equipment, and improved coordination with utility companies and other agencies to achieve 90% of smart traffic signals communicating with the signal central computer system. They also retrofitted four downtown changeable message signs with new LED modules to improve sign visibility, and restored functionality to the cameras in the Arena area and along the Silicon Valley Smart Corridor. In 2002-2003, the emphasis will remain on keeping key ITS devices operational, performing regular traffic signal inspections and maintenance at current levels, and responding to emergency malfunctions within 30 minutes at the targeted rate of 85% of the time.

The Traffic Signal Maintenance Section continued to meet the demand for emergency traffic signal repairs by responding to 76% of calls within 30 minutes. Performance in this measure fell below the target of 90% as a result of an average 40% vacancy rate in the electrician classification in the Traffic Signal Maintenance section. Another key measure that has been significantly impacted by the vacancy rate is the percent of traffic signals meeting visibility and operational guidelines. The 2001-2002 estimate is 35%, well below the 53% 2000-2001 actual performance. The department is working with Employee Services staff to aggressively recruit electricians to address these areas of concern.

#### **Maintain Streetlight System**

In 2001-2002, the Streetlight Maintenance Section is projected to repair 92% of streetlight outages within seven days, despite a continuous vacancy in one of the four electrician positions. Additional resources obtained in 2000-2001 resulted in the delivery of new and replacement vehicles and needed supplies and materials to address a growing inventory of standard streetlights and specialty streetlights that carry higher maintenance needs and costs. The pole-refurbishing program, which was developed to efficiently replace badly damaged, rusted, or faded poles with refurbished galvanized poles, was halted at mid-year as part of the City's cost reduction plan. As a result, only

## **Transportation Department**

### **Core Service: Traffic Maintenance**

*City Service Area: Transportation Services*

## **Performance and Resource Overview (Cont'd.)**

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### **Maintain Streetlight System (Cont'd.)**

231 poles were replaced out of 700 targeted. The streetlight team has achieved its desired target of having streetlights fully operational 98% of the time. The same levels of performance will be reached in 2002-2003 for timeliness and quality: 92% of streetlight outages will be repaired within 7 days and the lights will remain operational 98% of the time. The pole-refurbishing program will not be restored.

### **Performance Measure Development**











The measure “% of traffic devices meeting visibility and operational guidelines” was changed for 2002-2003. The measure was not meaningful because it did not accurately reflect the condition of three important traffic related devices – traffic signals, traffic and streetname signs, and roadway markings. Because all three measures are uniquely different, there was no meaningful way to accumulate related inventory quantities and conditions. New Cycle Time measures have also been added for traffic and streetname signs and roadway markings so each Quality measure has a corresponding Cycle Time measure for service requests.

The data for the new measures had been collected; so actual and estimated performance was available for display in the budget document.

# Transportation Department

## Core Service: Traffic Maintenance City Service Area: Transportation Services

### Performance and Resource Overview (Cont'd.)

Traffic Maintenance Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 % of traffic signals meeting visibility and operational guidelines	53%	84%	35%	40%
 % of traffic and street name signs mtg visibility and operational guidelines	73%	74%	82%	84%
 % of traffic roadway markings meeting visibility and operation guidelines	89%	80%	83%	85%
 % of time streetlights are operational	98%	98%	98%	98%
 Traffic maintenance Cost to Budget Ratio	1.00	1.00	1.00	1.00
 % of traffic signal malfunctions responded to within 30 minutes	89%	80%	83%	85%
 % of traffic and street name sign service requests completed within 7 days	93%	90%	92%	90%
 % of all roadway marking service requests completed within 7 days	91%	93%	99%	90%
 % of streetlight malfunctions repaired within 7 days	83%	100%	92%	92%
 % of customers rating maintenance services good or better based upon timeliness and courtesy (4 or better on a 5 point scale)	88%	90%	95%	90%

# Transportation Department

## Core Service: Traffic Maintenance

*City Service Area: Transportation Services*

### Performance and Resource Overview (Cont'd.)

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Number of traffic signals	798	800	803	825
Number of streetlights	54,580	55,000	55,500	57,000
Number of traffic and street name signs	96,000	98,000	98,000	100,000
Number of square feet of markings	12.5 million	12.6 million	12.6 million	12.7 million
Number of traffic signal repair requests completed	1,963	2,300	2,000	2,400
Number of traffic signal preventive maintenance activities completed	1,563	2,660	1,300	1,400
Number of traffic and street name signs repair/replacement requests completed	2,030	1,700	2,000	2,000
Number of traffic and street name signs preventively maintained	7,520	4,500	7,500	5,000
Number of roadway markings maintenance requests completed	426	400	394	400
Number of roadway markings preventively maintained	2,218,631	2,500,000	2,722,800	2,500,000
Number of streetlight repair requests completed	9,684	11,500	10,000	10,000

# Transportation Department

## Core Service: Traffic Maintenance

*City Service Area: Transportation Services*

### Performance and Resource Overview (Cont'd.)

Traffic Maintenance Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
<b>Core Service Budget *</b>					
Personal Services	\$ 3,342,505	\$ 4,223,005	\$ 4,425,375	\$ 4,329,195	2.5%
Non-Personal/Equipment	2,405,147	2,198,574	2,098,723	2,018,723	(8.2%)
<b>Total</b>	<b>\$ 5,747,652</b>	<b>\$ 6,421,579</b>	<b>\$ 6,524,098</b>	<b>\$ 6,347,918</b>	<b>(1.1%)</b>
<b>Authorized Positions</b>	<b>57.90</b>	<b>59.90</b>	<b>61.40</b>	<b>60.20</b>	<b>0.5%</b>

\* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

### Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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#### CONVENIENT COMMUTE TO WORKPLACE

1. Efficiency Savings in Traffic Maintenance (1.00) (154,122) (154,122)

Through efficiencies in its operations, the Department is able to reduce its expenses for traffic maintenance. This action eliminates a vacant Electrician (\$74,122) and reduces the non-personal/equipment budget (\$80,000) on an ongoing basis. (Ongoing savings: \$154,122)

#### Performance Results:

This action will have no effect on current service levels.

2. Transfer Fire Hydrant Maintenance to Water Service Providers (0.20) (22,058) (22,058)

This action reallocates a portion of a Division Manager position (0.2 FTE) related to Fire Hydrant Maintenance to the Storm Sewer Operating and Sewer Service and Use Charge Funds. The reallocated portions will also move to the Sanitary Sewer Maintenance and Storm Sewer Management Core Services. This reallocation will better align the positions with the anticipated work to be performed upon transfer of fire hydrant maintenance to water service providers as fully discussed under the Storm Sewer Management Core Service. (Ongoing savings: \$22,058)

#### Performance Results:

This action will have no effect on current service levels.

<b>2002-2003 Adopted Core Service Changes Total</b>	<b>(1.20)</b>	<b>(176,180)</b>	<b>(176,180)</b>
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# Transportation Department

## Core Service: Transportation Planning *City Service Area: Transportation Services*

### Core Service Purpose

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**P**lan and develop the City's transportation system through local and regional programs.

#### Key Operational Services:

- |  |  |
|--|--|
| <input type="checkbox"/> <b>Plan Transportation System</b>   | <input type="checkbox"/> <b>Manage Capital Improvement Program</b> |
| <input type="checkbox"/> <b>Policy Analysis and Advocacy</b> | <input type="checkbox"/> <b>Coordinate Transportation Projects</b> |

### Performance and Resource Overview

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**T**ransportation Planning became a new core service within the Transportation City Service Area (CSA) on July 1, 2001. It contributes primarily to the Transportation CSA's Outcomes: "*Convenient Commute to Workplace*" and "*Transportation Assets/Services that Enhance Community Livability*." This core service provides planning, coordination, and project development for the City's transportation infrastructure; develops transportation-related policies and advocates City goals with regional agencies; prepares and manages the City's Traffic Capital Improvement Program (CIP) budget; develops and maintains the transportation elements of the City's General Plan and City's computerized model; manages the Congestion Management Program; and pursues State and local transportation grant funding. This core service was originally a strategic support component of the Department of Public Works and was transferred to the Department of Transportation because these services are better aligned with the Transportation CSA.

#### Plan Transportation System

The Transportation Planning Core Service involves managing the transportation elements of the General Plan (arterial street plan, bike plan, and pedestrian plan) and coordinating transportation and land use planning studies and policies. Services also include the analysis of transportation system performance by conducting traffic studies and traffic forecast modeling. In addition, this service includes coordination of the City's Bicycle and Pedestrian Advisory Committee. Key activities include review of General Plan amendments, annual traffic counts at Congestion Management Plan intersections, annual travel time studies, aerial traffic surveillance, and maintenance of an intersection level of service database.

#### Policy Analysis and Advocacy

A key component of this service is developing transportation-related policies consistent with City interests. This requires major coordination with regional transportation planning organizations and legislative bodies to advocate City interests. This core service also includes support for Council

# **Transportation Department**

## **Core Service: Transportation Planning**

*City Service Area: Transportation Services*

### **Performance and Resource Overview (Cont'd.)**

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#### **Policy Analysis and Advocacy (Cont'd.)**

representatives on regional transportation policy boards and state and federal legislative advocacy to represent the interests of San Jose residents and Transportation Planning customers.

Legislative goals include promotion of increased transportation funding, streamlined project delivery, local authority, development of a multimodal transportation system, and land use integration. In addition, this operational service is responsible for the promotion of alternative commute modes that serve to alleviate traffic congestion, improve air quality, and reduce parking demand. Transportation Planning provides management of the City's Congestion Management Program including the Eco-pass program and promotional efforts to encourage employees to use alternative forms of transportation.

Major current activities include implementation of the Valley Transportation Plan 2020, development of the Metropolitan Transportation Commission's (MTC) Transportation Blueprint, Silicon Valley Rapid Transit Corridor (BART) Study, California High Speed Rail, Best Practices Task Force, and VTA Technical Committees.

#### **Manage Capital Improvement Program**

In meeting the goal of completing the City's transportation system, the Transportation Planning Core Service manages local development projects, provides financing services to developers, manages the City's Traffic CIP, and coordinates funding grants for local transportation projects. Staff also coordinates the preparation of development project scope descriptions and cost estimates and maintains an inventory of needs for various transportation improvements, including arterial streets, bicycle and pedestrian facilities, median island landscaping, railroad crossings, and sound walls.

The current 5-Year Traffic CIP has a value of \$254 million with a total of 78 programs and projects. The CIP allocates \$60 million towards the General Plan build out of San Jose's local transportation system, which the General Plan defines as a system composed of arterial streets, bikeways, and pedestrian facilities. The estimated level of public funding required over the next five years to make significant progress towards completing this system is \$141 million, leaving a shortfall of \$81 million compared to the level adopted in the 2002-2003 Traffic CIP.

In an effort to meet this need in a more timely manner, Transportation Planning staff is pursuing several strategies which include: increasing the City's ability to obtain funding grants; leveraging greater private development funding through the creation of Area Development Policies; and reassessing arterial street needs. Key grant activities include strategic planning, preparing grant applications, and participating on regional committees for grant programs and project selection.

# **Transportation Department**

## **Core Service: Transportation Planning**

*City Service Area: Transportation Services*

### **Performance and Resource Overview (Cont'd.)**

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#### **Coordinate Transportation Projects**

This operational service coordinates transportation projects with other agencies and City departments. The core service is involved in all phases of the projects - from planning to design and construction - to ensure consistency with City policies and interests. Specific activities involved in achieving the desired results for San Jose related to transportation projects include using design standards, land use integration, project implementation scheduling, applying aesthetics guidelines, environmental mitigation efforts, and community relations.

Major current projects include: Route 87 improvements, the 1996 Measure B program (freeway, expressway and Light Rail Transit), freeway interchange upgrades (880/Coleman, 880/Stevens Creek, 101/Blossom Hill, 101/Hellyer), Downtown-East Valley Transit Study, Transit Mall retrofit, and the new CalTrans maintenance facility in San Jose. This coordination also involves collaboration with Union Pacific Railroad and the Public Utility Commission on railroad crossing improvements, processing of CalTrans encroachment permits and agreements, and coordination with the County and Santa Clara Valley Water District on transportation facilities. Transportation Planning will advocate for the goals of the City and will provide the interface with the community as well as the coordination between the various agencies involved in the implementation of these programs.





#### **Performance Measure Development**

Transportation Planning is a new core service in the Department of Transportation. As a result, new performance measures were developed in the latter part of 2001-2002 that were aligned with the Transportation CSA's goals and outcomes. The measures were chosen to best represent the services provided by Transportation Planning and summarize the performance of the core service. Baseline data still needs to be collected in order to establish performance targets. At this time, the only measure with a 2002-2003 target is the budget to cost ratio. The targets for all the other performance measures are yet to be determined. Baseline data will continue to be collected during 2002-2003 and actual data and targets will be established for the 2003-2004 budget.

# Transportation Department

## Core Service: Transportation Planning City Service Area: Transportation Services

### Performance and Resource Overview (Cont'd.)

Transportation Planning Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 % of issues resolved in City's best interest*	-	-	-	-
 % budget/cost ratio*	-	-	1.00	1.00
 % of projects/activities completed on schedule*	-	-	-	-
 % of stakeholders and customers rating services as good or better*	-	-	-	-

\* Baseline data to be established in 2002-2003

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Number of local Transportation projects in City budget	90	103	103	60
Dollar amount of local transportation	\$209 million	\$129 million	\$129 million	\$101 million
Number of transportation analyses/studies	25	25	60	40
Dollar amount of transportation grant funds received	\$12.9 million	\$28.7 million	\$28.7 million	\$6.8 million
Number of regional projects in the City	N/A	34	34	37
Dollar amount of regional projects in the City	N/A	\$1.5 billion	\$1.62 billion	\$1.62 billion

Transportation Planning Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
<b>Core Service Budget *</b>					
Personal Services	N/A	\$ 3,411,720	\$ 3,799,661	\$ 3,799,661	11.4%
Non-Personal/Equipment	N/A	90,741	89,362	89,362	(1.5%)
<b>Total</b>	<b>\$ -</b>	<b>\$ 3,502,461</b>	<b>\$ 3,889,023</b>	<b>\$ 3,889,023</b>	<b>11.0%</b>
<b>Authorized Positions</b>	<b>N/A</b>	<b>40.50</b>	<b>40.00</b>	<b>40.00</b>	<b>(1.2%)</b>

\* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

# Transportation Department

## Core Service: Transportation Planning *City Service Area: Transportation Services*

### Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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#### VIABLE CHOICES IN TRAVEL MODES

- |   |  |   |           |
|---|--|---|-----------|
| 1. Reallocate Position Funding from General Fund to Traffic Capital Funds |  | 0 | (282,092) |
|---|--|---|-----------|

This action reallocates 3.15 positions (0.25 Analyst II, 1.0 Engineering Technician II, 0.43 Associate Civil Engineer, 0.37 Senior Civil Engineer, 0.1 Senior Word/Micro Processor Operator, 1.0 Associate Transportation Specialist) in the Transportation Planning Core Service from the General Fund to the Traffic Capital budget. This reallocation will better align the positions with the work they are performing on the Traffic Capital projects. The Traffic Capital budget can absorb the additional costs from these positions without impacting any current projects. (Ongoing savings: \$0)

#### Performance Results:

This proposal will have no effect on current service levels.

2002-2003 Adopted Core Service Changes Total	0.00	0	(282,092)
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# Transportation Department

## Strategic Support

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**P**rovide the necessary direction and support to the Department's core services within the Transportation and Environment and Utility Services City Service Areas by ensuring sound budget and fiscal services, hiring of quality new employees, development of a highly skilled and safe workforce, and implementation of useful and reliable information technology systems.

### Key Operational Services:

- |  |   |
|--|---|
| <input type="checkbox"/> <b>Manage Budget and Financial Services</b> | <input type="checkbox"/> <b>Manage Personnel</b>              |
| <input type="checkbox"/> <b>Manage Training &amp; Safety</b>         | <input type="checkbox"/> <b>Manage Information Technology</b> |

## Performance and Resource Overview

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**S**trategic Support provides essential behind-the-scenes services that are necessary for the effective management of the Department Core Services. By centralizing operational services such as budget and financial management, training and safety functions, personnel services, and information technology management, front-line staff will be better able to provide quality services to the Department's customers.

In 2001-2002, the Budget and Financial Services Unit worked to increase the percent of vendor discounts taken to the estimated level of 95% and the percent of invoices paid within 30 days to 96%. (Cash discounts are offered by vendors for the quick payment of invoices.) These measures represent the staff's efficiency and ability to realize significant cost savings to the Department and the City as a whole. In 2002-2003, the amount of discounts are expected to be lower because the majority of discounts available are related to Pavement Maintenance, which will have a significantly smaller program budget in the coming year.

The Human Resources Unit ensures that the Department is fully staffed with well-qualified and highly-trained personnel. A skilled workforce is necessary to continue to improve performance and to achieve desired outcomes. Over the last several years this unit has greatly improved the hiring process used internally within the department. For 2001-2002, the Department's staffing level is projected to drop from 97% to 93% due to the implementation of the position management plans that held positions vacant within departments city-wide.

In the areas of safety and training, the total number of hours of relevant training provided to the Department's staff is estimated to rise slightly in 2001-2002, but will fall short of the target. With higher vacancy rates, staff could not be spared from work duties to obtain additional training. The Department also is projected to experience an increase in the number of hours lost to disabilities, but hopes to make improvements in 2002-2003 by further aligning the Department's safety efforts.

# **Transportation Department**

## **Strategic Support**

### **Performance and Resource Overview (Cont'd.)**

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The Department's information technology unit continues to provide excellent system performance, with the up-time rates for network and e-mail systems again projected to surpass 99% in 2001-2002. Administering information technology systems at optimal levels ensures that the department can maintain high levels of performance in all of its core services. Several virus outbreaks in 2001-2002 required the Information Technology staff to respond to a record 2,000 information technology-related issues.







#### **Performance Measure Development**

The Cost Performance Measure was changed this year to include Fiscal Expenditures as a percent of Adopted Budget total. It compares the total personal services and non-personal/equipment services costs of Fiscal and Budget staff against total resources managed.

# Transportation Department

## Strategic Support

### Performance and Resource Overview (Cont'd.)

Strategic Support Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 % of discounts taken	92%	92%	95%	95%
 % of employees receiving 40 hours of relevant training annually	41%	75%	43%	75%
 Fiscal expenditures as a percent of Adopted Budget (total resources managed)	0.35%	0.40%	0.42%	0.50%*
 % of invoices paid within 30 days	92%	92%	96%	96%
 % of vacancies filled within 30 days	39%	50%	45%	50%
 % of customers whose service quality expectations are met or exceeded (4 or better on a 1 - 5 scale)	60%	62%	62%	63%

\* Increase in 2002-2003 target due to a 23% reduction in the total funds available in the Adopted 2002-2003 Traffic Capital Budget.

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Value of discounts taken	\$158,000	\$120,000	\$169,000	\$83,000
Number of financial/budget transactions	10,100	10,900	20,300*	20,300
Number of employees hired	130	100	135	100
Number of training hours provided	25,000	30,000	27,000	30,000
Number of responses to information technology issues	1,500	1,500	2,000	1,500

\* The increase over the 2001-2002 Forecast results from an improvement in the methodology for counting transactions.



# Transportation Department

## Strategic Support

### Performance and Resource Overview (Cont'd.)

Strategic Support Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
<b>Strategic Support Budget</b>					
Personal Services	\$ 1,227,661	\$ 1,888,636	\$ 2,119,654	\$ 2,119,654	12.2%
Non-Personal/Equipment	196,855	192,087	233,057	233,057	21.3%
<b>Total</b>	<b>\$ 1,424,516</b>	<b>\$ 2,080,723</b>	<b>\$ 2,352,711</b>	<b>\$ 2,352,711</b>	<b>13.1%</b>
<b>Authorized Positions</b>	<b>20.00</b>	<b>20.00</b>	<b>21.00</b>	<b>21.00</b>	<b>5.0%</b>

\* The Resource Summary includes all operating allocations within the Department that contribute to the performance of Strategic Support. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Strategic Support performance, yet are displayed elsewhere in this budget.

### Strategic Support Budget Changes

Adopted Strategic Support Changes	Positions	All Funds (\$)	General Fund (\$)
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NONE